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R676





A REMEDY
2
FOR THE
EVILS THAT HAVE CAUSED THE
DESTRUCTION
OF A
LARGE PORTION OF THE BRITISH ARMY
BEFORE
SEVASTOPOL.

Price : 3 shillings.

Please, sir, can you show me the way out of this wood?

—Yes.

(Old Play.)



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INTRODUCTION.

The calamitous condition of our gallant Army in the East, and the unheard-of sufferings it has endured, from no fault of regimental officers or men, but from the defects of our whole military system, have fixed itself so firmly on the public mind of England, that no efforts will now suffice to put off the demand for improvement. Families who have lost kindred, not by the ordinary deaths of war, but by incompetence and neglect, will not rest satisfied until improvements be effected that will prevent such evils in future. The longer this is delayed, the more urgent will the demand for military reform become, and then, changes will be forced forward without due reflexion to stay the uproar. If any such alteration of our present military system be made and it should be incomplete, the result aimed at will not be obtained, and such incomplete and unsuccessful efforts will only make the confusion greater.

The true object to be sought for by all Englishmen, is—“*efficiency*”—thorough and complete, in every branch of our military system, at the least charge to the public purse.

The estimates for army expenditure for the present year of 1855-1856 are £26,710,665, without including ten million and a half for the navy, and even that immense

sum will not represent the whole amount that will have to be paid. A medley and most inefficient army of Sardinians, Turks, and English of about 193,595 men, that sum is to procure for the British nation. Of that number so paid for by the British nation, she will never see an effective army in any part, or under any general, of the odd 93,895 strong.

It is our opinion, that amount of expenditure on the part of England, could and ought to provide her, besides the necessary protection for the colonies, etc., with an “*active*” army in the field of 200,000 strong, under one Commander-in-Chief, and ready to act in one body in any part of Europe, thoroughly and completely efficient, and every man of it an Englishman, in the prime of life, — as well paid, better clothed, better fed, and better cared for than at present, and a “*reserve*” army nearly as well trained of 100,000 strong.

Under our present system, that is impossible ; and it is doubtless impossible under it to do more than is now done. And what a figure does England now exhibit to the whole of Europe and America, but especially to our brave allies, with the unfortunate and sickly remnant of our gallant regiments put out to nurse to French gardes-malades, who most kindly have undertaken the care of us, and are actually doing it ! This melancholy result, this wound to our national pride, is not the fault of regimental officers or men ; nor can it be justly laid to the fault of the Staff ; it is the fault of our stupid and corrupt *military system*. What opportunity have you ever given to the Staff to acquire any knowledge of their most important duties ? None. Why then blame them ? When an officer, ignorant of his profession, sees his squadron make a bad wheel and get huddled altogether, he, in a

commanding tone, orders them all to attend extra drill. The fault was in one part only, and even in one man only; but the officer, too ignorant to trace an error to its cause, blames all indiscriminately, to satisfy his own passionate ignorance; and so all get punished for the fault of one. Now that "*one*" is our "*military system*," and the British nation the ignorant officer, who cannot trace the fault to its cause. If it were our system to put Militia regiments upon the horses of Yeomanry corps, before teaching them to ride, the nation would comprehend that at once, and blame the system, not the militia men for tumbling off. *We have no right to blame the Staff* because our army has tumbled off and perished in the mud. Judging by the ordinary feelings of mankind, there is not one of that Staff, abroad or at home, who would not work day and night for the welfare of that army, if he only knew how. It is the fault of a bad "*system*" that he does not. The whole fault is with "*our military system*," and even with ourselves, for permitting it so long to continue, until it has brought us and our unfortunate army to this pass. It will bring upon us still greater evils, if we do not *now* change it; once let peace be made, and we may bid a long farewell to any effectual improvement. A year ago, and no nation in this world stood upon a higher pedestal than Great Britain; and whether she is ever to stand so high again, is the question that the Government first, and the country after, has to determine.

To those who are ever bent, most unfortunately for themselves, on opposing every improvement, because it is a change, we would observe, that England has escaped many dangers by timely improvements. In 1830, changes were made infinitely surpassing any herein proposed.

Improvement was then opposed, and the men who resisted it were passed by, and either retired into oblivion or became afterwards its advocates and admirers. More recently, in 1846, another great change and improvement was forced upon us, and we were urged to adopt it by a dire calamity. That also was strenuously opposed, and those who opposed it remain to this moment unable to retain office in the State, although they form the greatest, the most numerous party in it. Were those men to come into power, even now, after nine years since 1846, it is certain that every other fraction of a party would combine against them, and for no other reason than their unfortunate mistake in that year. The country has generally a strong bias to them, and would lean upon them. Would the present standing of that party in Parliament and with the country, considering its local influence and position, be now what it is, had it not opposed the improvements made in 1846? Why, it would now be where Pitt was. Now again a dire calamity has shown us the want of improvement, and were we to storm and take Sevastopol, even whilst this is being written, that circumstance would never wipe out the remembrance of that calamity, nor put off the necessity for improvement. The evils would still exist, and still demand a remedy, for every one knows that our present misfortunes have not been brought upon us, like the famine in 1846, by the hand of Providence, but by ourselves. It rests therefore with ourselves, to find and apply the remedy for those evils. If, taking no counsel from the past, the remedy should be again resisted as before, even though such resistance be conscientious, and not selfish, that will not save those who oppose it, whether Liberal or Conservative. They will doubtless fall again

to a lower level in public opinion. Until at last the question will be asked, are these men the idols we have so long followed and believed in? Already a cry portentous of a coming storm has arisen, in Liverpool, Manchester, and nearer to us, in the Capital. It may be lulled, and break forth again; but it will pass away, as in 1830 and 1846, if men will but take a lesson from the past. A Sir Robert Peel is wanted to reform our whole military system, which is proved daily, by the events now passing before our eyes, to be rotten and corrupt, inefficient and expensive. If one such should arise, let him be again abused and ostracised, if you do not like him; but carry his bill, for your own sakes.

The military force of Great Britain is in this work divided into three parts. The "*colonial*" army for all foreign permanent stations. The "*active*" army, for service at home, or for war any where. And the "*reserve*" army, for feeding or filling up the vacancies in the other two, with effective men and officers already trained and fit for service.

The object to be gained by this division, and by the other arrangements herein laid down, is that the Government may be able in time of peace safely to reduce the military forces of the Kingdom to the requirements of peace, and to augment them rapidly in time of war, having them at all times in a state of complete efficiency. The British nation ought not to be placed any longer in a position, where she has only a choice between two monstrous evils, — either to keep up large warlike armaments in time of peace, at fifty times the cost necessary, or let every thing fall to ruin, and see the flower of her youth perish miserably at the beginning of war.

The portions of the "system" herein laid down, which

may require the authority of an act of Parliament to carry into effect, should be commenced as early as possible.—The national mind is ready and even anxious for the change, and procrastination will but create difficulties to the Government.

REORGANIZATION, IN ONE BUILDING,

OF THE

MILITARY DEPARTMENTS.

DEPARTMENT OF GOVERNMENT AND GENERAL FINANCE. (Responsible to Parliament.)	{	Minister of War. Secretary of do. Under Secretary, do. 1st Assistant do, and a Chief Clerk to each department. Paymaster General of the Forces.
--	---	--

- | | | |
|--|---|---|
| 1st, or Depart. of Genl Superintendent
(responsible to the Government). | { | Commander-in-Chief.
Chief of the Staff.
Military Secretary. |
|--|---|---|
- 2nd, or Adjutant General's Department.
- 3rd, or Inspector General's Department.
- 4th, or Ordnance General's Department.
- 5th, or Engineer General's Department.
- 6th, or Quarter Master General's Department.
- 7th, or Commissary General's Department.
- 8th, or Medical General's Department.
- 9th, or Equipment General's Department.
- 10th, or Barrack Master General's Department.
- 11th, or Transport and Waggon Train General's Department.
- 12th, or Colonial General's Department.

Each department is complete in itself. It has attached to it, and when a suitable building is prepared, in the same room with it, an assistant financial secretary or chief clerk from the Finance Department, and junior clerks under him who makes all its payments and keeps its accounts, under the orders of his own department, by whom they are checked, passed, and formed into a whole.



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present case at Constantinople, his assistant at Scutari, Varna, and the parts adjacent to himself, who report direct to him. His *deputy* stationed at the Crimea, and the *deputy's assistants* around him, to whom they should in the like manner report. Thus the public money would go in straight lines from the Chancellor of the Exchequer to the Secretary of War, and then to the Paymaster of the Forces at Constantinople, who distributes it to his assistants and deputies. When money is drawn for in bills or other ways, instead of being transmitted, the same channel should be kept. Each financial deputy and assistant attaches one or more of their staff to every department, who should, as the rule, make all the payments themselves. The Commissariat, the Quarter-Master General's, the Transport General's, and every other department should have attached to it one or more of the financial staff, who should make all payments belonging to the department, and keep the accounts of all disbursements, receipts, etc. The officers who have to search for the supply of the wants of an army, should have no distraction about money to harass and employ their time. The employment of the whole of their time and energies is barely sufficient to keep up that supply. The consequence of bad and faulty arrangements is, that the public money is squandered, whilst the army is in want. It is also wrong to place the duties of the Commissariat upon medical purveyors. At Scutari, the Commissariat department has been under the charge of one of these purveyors, and the result is known. He has also been charged with the disbursements, that was, if any thing, a still worse part of the arrangement. £20,000 monthly has been stated as the average sum disbursed by that gentleman. No one can perform the compli-

cated duties of supplying a large body of 5 or 6,000 souls with provisions and stores, and be the cashier at the same time. The duties should be divided into their proper branches. The Commissariat to supply, and the Finance to pay for that supply, and keep the cash account. Besides the great advantage of leaving the Commissariat free to exert all its energies in providing for the wants of the sick ; the finance accounts, and the Commissariat returns, each being sent to its own department, form a complete check the one upon the other. In some few cases where the Commissariat officer has to go off rapidly in search of a supply of any thing, and no financial official can be spared to accompany him, nor can the articles of supply be obtained except ready money be paid down for them,—then, in such case, cash must be given to the Commissariat officer. But except in such few cases, no Commissariat officer should touch a penny of the public money. And this applies equally to every other department, all of which should have its own financial officials attached to it.

The paymaster in each corps and in every branch of the service is responsible to his immediate chief, and through him to the Paymaster General, who belongs to, and is a part of, this department. It is an important duty of all employed in this department abroad, to ascertain the exact market value of every thing they may be called upon to pay for. It will often happen that from former neglect and omissions in procuring supplies, a commissary or other officer gets so hurried that he has not time or patience to make a correct bargain, or to inquire as to prices, and his haste is sure to be taken advantage of by the contractors and dealers, who thus obtain three or four times the value of their supplies, The

1st, or DEPARTMENT OF GENERAL SUPERINTENDENCE.

Commander-in-Chief.

Chief of the Staff.

Military Secretary, (and, if requisite, Assistant Secretary).

The four aides-de-camp of Commander-in-Chief are Field attendants, not departmental,—their names will be found in other parts of the Army List, with the words or initials of aides-de-camp to the Queen, to the Commander-in-Chief, etc. The custom of the Military Secretary holding general levees, is calculated to produce evil instead of good; it produces a system of begging, and favouritism, and is eminently partial and unjust. But inasmuch as the Commander-in-chief requires to be kept acquainted with the wants, necessities, and even desires of the army generally, applicants should, as now, state the object of the interview desired, but not, as now, all to the Military Secretary, but to the head of the department concerned, who of course will have the most complete knowledge of the matter, and each department, if necessary, carries the matter to the Department of General Superintendence. But should an officer have any wrong or grievance, and have applied in vain to his department, he should have the right, as now, to state it *viva voce* to the Commander-in-Chief, on written application, in which he must state that he has previously submitted his business to the department concerned. A great injustice to the army would, by the above, be put a stop to; parliamentary influences, family influences, favouritism, and wrong under many heads,

are all at work under the present arrangement to produce discontent, and a feeling of injustice, in all ranks of the army, which should be arrested before it leads to greater evils.

The Military Secretary should also be himself subordinate to the Chief of the staff and Commander-in-Chief. It has become a custom of recent date, to supersede the Adjutant General. A Military Secretary of good family is appointed, who writes a good hand and is clever at letter-writing, accompanies a general in the field, and most unfortunately receives rank as a military officer. His promotion goes on, and he may ultimately be appointed to the command of an army, although he may never have led a squadron in the field, nor the order of a battle know more than a spinster. Blame cannot be justly given to such Commander-in-Chief, all men have the usual ambition of man, and how can it be expected that any man should refuse the Commander-in-chiefship of the British army, which is likely to bring him a high permanent rank and pension? Thousands of men's lives, loss of national influence and character, all and much more may be the result of such unfortunate appointments. Military secretaries are essentially quill men, and they are better to have no army rank, but that of "military secretary."

The Department of General Superintendence governs and controls the eleven other departments, and through them the three armies, into which the British military forces are divided, "*Active*," "*Reserve*," and "*Colonial*." Except the financial department of each, with which it acts in harmony, but does not control.

Without displacing present occupants more than a complete reorganization renders necessary, the rule that

all military service of every kind is to cease at the age of 65, and all regimental and field service at 60, should be gradually introduced. By the new organization, herein suggested officers will generally reach the rank of general at 40 years of age, and after 25 more years there will be few prizes worth their waiting for, and they will be content to leave a road open for younger men, and not by remaining longer stops the current of promotion of the whole army, by which a constant stream of young blood should be kept in every rank. Any after or additional rewards to old officers should not be by the very objectionable one of brevets by which rank without duties or office is given, nor by pensions, half pay, full pay, etc., but by promotion in a military "*Order of Merit*," with pay attached to which every military man should be eligible.

The Commander-in-Chief receives direct from the Minister and Secretary of War, the instructions and orders of Government, and is responsible to the Government for their complete execution. This he is thoroughly capable of doing, in consequence of having every branch of it completely under his orders, and close at his elbow in the same building. The Minister and Secretary of War's Department has in its power to urge on and facilitate every measure which the Government may decide upon, whilst it can, on the other hand, fall into no mistakes, or give wrong orders from ignorance of military affairs, for there, on the spot, are the heads of all the military departments of the nation, and in each of which the financial department has its representatives, from all of whom it can obtain every information it requires of military matters before giving its orders, and after giving them, look to their execution.

This department receives a list of "*Incomplete Correspondence*" every morning from the other departments, signed by its chief, and by which it is able to see the progress each part of any subject is making, and inquires into the cause of any delay. A printing or lithographic press, to print blank forms of letters, returns, reports, etc., should be in the same building, and under the orders of this department.

All military letters and correspondence of the army should be addressed thus :

ON HER MAJESTY'S SERVICE.

Finance Department. }
No. 1 or any up to 12. }

The Minister of War,
London.

Or,

ON HER MAJESTY'S SERVICE.

No. 1 Department or }
any up to 12. }

The Commander-in-Chief,
London.

These letters are sorted to departments, either at the General Post-Office or after they come to the Military Administration, and taken to the department they are addressed to. And in every department there should be daily attendance of its chief, who should sign the two lists of "*Incomplete Correspondence*" and of "*Late Attendance*" belonging to his Department. The practice of permitting the duties of the head of a department to fall into the hands of a clerk, whilst its chief may be seen half the day looking out of the window in his club, is productive of much evil, and cannot be defended, even when 65 winters have impaired the zeal and vigour of the occupier of an office.

The chief of the department to which a letter is addressed is responsible for its entire fulfilment, from its beginning to its completion. He and his assistants are fully charged with the duty of following up the subject of that letter through any of the other departments, and if any of them are dilatory and stop its progress, they should be reported to the 1st Department of General Superintendence, by the department who first received the letter. And if any department requires further information to enable it to act, it is its duty to take at once all the necessary means to obtain it, so that the progress of the requisition or correspondence may not thereby be retarded. The department which receives the letter is the one to conduct and conclude the reply to it, and all the responsibility up to its final completion rests with its chief. The other departments through which it may have to pass, are with respect to that letter only the assistants of that one to which it was addressed, and it is that department which inserts the letter in its daily list of "*Incomplete Correspondence*," which list, after being signed by the chief of the department, is daily placed on the table of—No. 1— "General Superintendence."—Confusion of departments, delay, or any kind of clashing of authority is rendered impossible, whatever may be the subject of a letter or of a requisition, by the simple process of making *one* department solely chargeable with conducting it from the beginning to its completion. And not only the Minister of War, but the Commander-in-Chief, and also every subordinate chief of a department will be able every morning to tell by their daily list of "*Incomplete Correspondence*," what progress has been made in the execution of any order or requisition. No letter can be neglected for twenty-four hours, without

being detected by the very parties charged with it ; and by the authorities also to whom those parties are at once responsible, and who can remove them from their posts when found incompetent or neglectful.

In time of war, the officer who represents this department in the field being the mouthpiece of the Commander-in-Chief, he receives all reports from the other departments, and watches over the zeal and exertions of every other chief of department. He either resides near the tent or house of the Commander-in-Chief of the army in the field, or is in constant communication with him. Under his authority he issues all orders to every superior officer of a department, and watches over their due execution. For example, if siege guns, or ammunition be running short, commissariat stores, or quarter-master's stores getting low, it is not sufficient for him to know that each of those departments has its own chief, it is his duty to ascertain that they are performing theirs, and to inquire whether they have commenced the necessary arrangements for the supply. The head of the staff keeps all others up to their work, and he is responsible to the Commander-in-Chief that they are so. There being no Department of Military Police, nor much occasion for a provost-martial during peace, it belongs to this department, as soon as an army takes the field, to appoint one, or to give orders to the Adjutant General's Department to appoint a provost-martial, and a sufficient police under him. The order and cleanliness of the camp is then placed under the charge of the police force. It sees to the closing of sutlers' shops, fixes the tariff or price of every article to be sold, keeps perfect cleanliness throughout every part, not by itself cleaning up nuisances, but by ordering and punishing all whose duty it was to do it,

and who have neglected it. Detachments of the police force are sent to every other department requiring it, and relieved by others as often as found necessary. The medical department, the ambulance, and hospital orderlies are each watched over by the police, to see that sobriety, order and cleanliness are maintained. It is an important duty of the police to guard against fire, and to see that lights are extinguished.

Aides-de-camp should belong to the general staff of the army, and never be under the rank of captain, they should all be holders of 1st class certificates and as soon as they are appointed, their names should be inserted in the "general staff," and removed from the regimental roster they have quitted, in the same manner as removing from one regiment to another, their regimental place being immediately filled up by promotion of the next in rank. By this means, that great injustice which now prevails of permitting an officer to go on the staff of a general as an aide-de-camp, leaving all his regimental duties to be performed by his brother officers, will be abolished. No officer should be permitted to take any aide-de-camp's or other staff appointment, until he has attained in his regiment or elsewhere the rank of captain, and be in possession of a staff or 1st class certificate. These officers have most important functions in the field, and no subaltern's experience can be sufficient for their proper performance. Recently it has been stated that many lives were sacrificed partly owing to the language used by an aide-de-camp sent with an order to a general of cavalry. Without vouching for the truth of that statement, it clearly proves that aides-de-camp have too important duties to fulfil, to be safely entrusted to subaltern officers. On removal to the

staff, the officer should be entitled to higher pay, in order that these appointments may be objects of advantage and eagerly sought after. He has the opportunity of being appointed to all other staff appointments, and his promotion proceeds on the staff the same as it would have done, had he gone to any other regiment. Military members of Parliament are not wholly under the control of military authorities, and the absurdity is even greater than its injustice, to retain members of Parliament in the employed army. Every officer so placed should have his vacancy (for such it is) filled up; he has withdrawn himself from the army by becoming a member of Parliament. Instances are plentiful where members of Parliament and aides-de-camp have for fifteen or twenty years thrown all their regimental duties upon the other officers of their rank in their regiments. No army injustice is productive of greater ill-feeling than these two. A regiment should consist of as many officers only as there is duty for, and as soon as any one, of whatever rank, leaves his regiment for another office, his regimental rank is thereby vacated, and should be filled up; if not, the other officers are unjustly taxed, by having his duty to do besides their own. The system of appointing officers of regiments to staff appointments is open to no objection, if they hold 1st class certificates, which of itself proves their mental and educational fitness, but the places which they leave vacant in their regiment should be filled up, and their future advancement go forward on the "*general staff*," to which their names in the rank they hold should be added, and erased from the regiment they have quitted.

A Commander-in-Chief of an army in the field should not be obliged to refer home to England, before he can

promote an officer to a vacancy. The delay so occasioned is injurious to the best interests of the service. Bravery rewarded on the spot, whilst the particular action is fresh in men's minds, has tenfold the effect in promoting zeal in others, and stimulates them to endeavour to imitate the conduct which has so speedily met its reward. Certainly, all promotion below the rank of Lieut.-col. may justly be left to the Commander-in-Chief in the field, and with very great advantage to the service. He then communicates the vacancy to head-quarters in England, together with the name of the officer on whom he has bestowed it, and requesting that it may be confirmed. The happiest results would immediately follow the adoption of that system. The regiments and regimental officers on whom the brunt of a campaign or of a battle falls, can be, and generally are, passed over with neglect under the present system. The parties who are disappointed and injured by it can only blame those who do them the wrong, and they are a thousand miles away. Would not a Commander-in-Chief in the field think twice before he put an idle and undeserving lad of the staff over the head of a senior, who had just displayed the utmost bravery and ability in action. The Commander-in-Chief would see and feel at once, that he could not do such a wrong in the face of his army, but such things are done now. It is also just to the Commander-in-Chief, whose position requires all the support that authority can give to it. At present he can only punish, not reward. The two should go together, otherwise his just authority is but half sustained.

2nd, or ADJUTANT GENERAL'S DEPARTMENT.

<i>Adjutant General.</i>	} <i>And as many other Assistant</i>
<i>1st Assistant Adjutant General.</i>	
	} <i>Adj-Gen. as may be necessary.</i>

All the establishments and their branches, for the examination and entry into the service of officers and men, their promotion, removal, and discharge, are under this department. The balloting for soldiers for the "*reserve army*," their training, removal to the *active* and *colonial armies*, and discharge after six years total reserve and active service, is under this department. The boards of three officers each, for the examination of applicants for military commissions, are appointed by this department, and one appointed to attend twice a year, in January and in July, in every county town in the United Kingdom, to examine all military candidates. Such as pass are directed to attend at Sandhurst a second examination a month later on the 1st of February or 1st August, in order to appoint them to that branch of military study for which they show most aptitude. Those who show talent of the highest order are sent to Woolwich, or a higher branch of Sandhurst, to be trained for the *general staff* of the army, *the engineers*, and *the artillery*, and the remainder are stationed at Sandhurst, some to be trained for heavy and light cavalry (a reference being always had to natural size and formation of candidates, and within proper limits a choice left to natural bias, and inclination), and

some for chasseurs, rifles, and infantry of the line, All these establishments, the professors, governors, examiners, and every other thing respecting them, are ordered and conducted by this department, and the enlargement of these establishments, to suit the requirements of the three armies, should be commenced. This department also grants diplomas to professors and school-masters in counties, who may be desirous of forming their schools and educational course on the military model, with a view to fitting their pupils as *applicants* for examination at the provincial boards. Due inquiry should be made before granting these diplomas.

All letters and communications which do not properly come under the head of any other department are referred to this the Adjutant General's. The roster of foreign service is kept in this department, and it is responsible that every officer has his fair turn of about five years service abroad, exclusive of the time occupied in the journey out and home. Thus a body of young officers will be continually flowing into the military system. From the military colleges to the "*reserve*" for one year; to the "*active*" army for five years; to the "*colonial*" army for five years; and then again return and are eligible for all the higher ranks from captain inclusive of the "*reserve*" and "*active*" armies, having had every possible opportunity of acquiring a complete knowledge of the whole art of war. In the same amount of time (eleven years), under the present system, an officer would as the rule be either all the time at home, and learn next to nothing, or he would be abroad, and his talents and experience be quite unavailable for the general wants of the army, and only return at last with a worn-out constitution, and idle, per-

haps dissipated habits, engendered by a long period of foreign service. By the system herein proposed, the British army will obtain all the advantages which experience in every clime can afford, without any of the disadvantages, whilst equal justice will reign over all. At present it gets all the evils and none of the good of its foreign experience. No nation in Europe has greater facilities for acquiring experience in war than Great Britain, for it is seldom a year at a time at peace. Yet, whenever war in Europe breaks forth, we have always the same lamentable tale to tell, that we have soldiers who can fight, but no officers to conduct warlike operations. It was so with many of our generals, who were found incapable, at the beginning of the Peninsular war, and at the end of half a century we find it still the same. Our experienced officers are always out of reach. They are never at hand when wanted by the State. That is not their fault, but the system, which makes an officer's foreign service "*transportation for life*." They would be glad enough to bring their military experience to aid their country; but their country will not have their aid. It is evident that this wretched system must be changed, and that officers who for five years have been learning their profession where alone it can be learnt, shall then bring their experience home, that their country may derive some advantage from it. The colonies themselves will also reap the full advantage of having a change gradually taking place of active, and zealous young men, to replace those who, if they staid longer, would soon become, from the effect of climate, etc., unnerved, and, consequently, less zealous and active in military duties. The officers themselves will no less derive advantage from the change of system herein suggested. They will

quit a climate for which nature has not formed them, generally before it has produced those organic changes in their constitution to which long service in India and other places invariably leads, and before it has produced those still more fatal changes in their lives and habits, to which the present transportation system too often tends. Thus officers, colonies, and the nation, will all be benefitted, and justice to all become the rule, instead of the rare exception.

The officer who represents this department in the field sees that every regiment, if a siege be contemplated, be divided or told off by its colonel into five reliefs of equal portions. The first goes on duty in trenches, earthworks, piquets, guards, etc., in which, if the weather be good, it remains twenty-four hours, or if bad, is divided into halves, each half taking the duty twelve hours. The second relief is that coming off those duties. The third relief is employed in transporting to and from the regiment its food, fuel, forage, ammunition, stores, and every other thing it requires. The fourth relief is employed in cooking and clearing up the ground round the regimental tents and other fatigue duties. The fifth relief is at rest, and preparing its arms, mending its clothes, etc., for the guard and trench duties, etc., the following day. No doubt it is possible to make soldier's labour harder than the above, and if the duty be a summer camp and of short duration, more may be tried; but for a continuance, or in bad weather, more severe labour will in the end be found to produce less results, by reducing the strength of the soldiers employed, bringing on sickness, etc.

Further allusion to this department will occasionally be found in other portions of this work.

3rd. or INSPECTOR GENERAL'S DEPARTMENT.

Inspector General.

Assistant Inspector General (as many as requisite).

Veterinary General.

The examination of all candidates for the commissions of veterinary, and assistant veterinary surgeons, is conducted by this department. They are first carefully examined by the veterinary-general, who heretofore has been called the "principal veterinary surgeon." He recommends to his chief such only as can give proof of "*fitness*" for the appointment in a medical and surgical point of view. His examination should be thorough and complete, directing the candidate to attend him or a board at the veterinary hospital to perform in his or its presence surgical operations on the living horse, etc. Such candidates as he may grant a certificate to of "*fitness*," must be further examined at Sandhurst or Woolwich to obtain the necessary certificate of general education and attainments to fit them for the position of an officer. It is only when so provided that they can be recommended by the head of this department to the appointment of assistant veterinary surgeon to a regiment.

This department has other assistants, one of whom he places over each of the separate branches of it; and there should be always one present in his place; during

office hours. To this department is confided all the horses of the army, and all the horse appointments, the whole of the saddlery and harness and horse fittings and furniture of every kind, and whether of artillery or of cavalry. But it has nothing to do with any wheel or gun carriages or that which is affixed to them, all such things belong to the ordnance department, and to the waggon train department. Under the orders of this department every horse in the army is bought, trained, drafted to regiments, fed, physicked, shod, cast, sold and replaced. Under its orders, every article of saddlery, bridlery, and harnessry, is either made, or purchased, kept in repair, cast, sold, and renewed. It inquires into the causes of sore backs, and other avoidable accidents and diseases amongst horses, and invites suggestions for their removal from regimental veterinary surgeons. It acquaints itself by instituting a thorough investigation how it is that one regiment of cavalry can never march a week without having a third of their horses with sore backs, and that another regiment can march a month without having any. It calls for returns from the veterinary surgeons after every march, of the number of horses which were each day led instead of ridden, stating the causes with their suggestions for their removal. It also inquires into the causes why one regiment or one part of an army should lose its horses, by death, or falling off in condition so as to be nearly dismounted, whilst another part of the same army has their horses plump, sleek, in good health, and well shod. If the fault be found to be in the breed of horse, that he is too tender for real service, and more fit for show than use, more fit for warm stables than field campaigning, or if it be the fault of our regimental stable

system, or in the make and fitting of the saddlery, this department has the entire remedy for the evil, and it is its duty to apply it. By obtaining the authority of the department No. 1 it can procure its horses straight from Normandy in any numbers, or from other countries. It can alter and improve the whole of the saddlery of the army, and change any portion of the regimental stable management. Thus, inefficiency no sooner shows itself in any manner, or in any part of the cavalry service, than the cause can be ascertained, and the remedy applied, without having any interested parties or conflicting authorities to contend against. This department also aids in providing stores of forage where required, and on service acts in conjunction with the commissariat in obtaining supplies of corn, hay and straw, sufficient for the horses. It looks to the construction of sheds, stores, etc., for the safety of these supplies, and obtains assistance when necessary from the quarter-master general's and engineer general's departments. Its stock of saddlery on hand should be not less than two years consumption of the articles, and have the means ready for any sudden augmentation of the cavalry arm of the service. When in the field, the officer who represents this department takes the necessary steps to keep up the supply of horses to the cavalry and artillery, and informs himself beforehand where they can be best obtained. If the army be out of the United Kingdom, it will probably be much easier to obtain the necessary supply of horses for filling up vacancies in the cavalry and artillery, in countries adjoining the seat of war. These facts he must acquaint himself with, beforehand, and the means that will be necessary for conveying them to the army and their

maintenance on the journey. Provision for all which he must make in time, so that he may at all times keep the cavalry and artillery well supplied with horses, and the vacancies by death and disease filled up. He has full authority himself to hire transports or other means for conveying these purchased horses to the army, and he is not to depend too much on any other department. All that he requires is an order from the chief of the staff, or the Commander-in-Chief, to keep the cavalry and artillery horses up to any given number; the rest remains with him. And whether the deficiencies from deaths, etc., be of 10 or 20,000, he must find that number somewhere, and have them in good condition if possible with the army when they are wanted. All that is essentially requisite to accomplish this, he has the power to order and arrange. The officer who represents this department in the field has also the supervision of all regimental field forges for shoeing horses, sees that the farriers of regiments keep up a sufficient quantity of iron and nails for horses' shoes, orders a parade of all farrier majors, to show him their stocks on hand, and supplies any deficiency required. Also obtains authority from the chief of the staff for a parade of all cavalry horses, to inspect their condition, the shoes they have on, and the spare shoes in the riders' possession; sees that there are sufficient preparations made for all emergencies, and that other men can shoe horses besides the farriers, and if not, suspends, censures, or reports the neglect on the part of the veterinary surgeons. These parades and inspections he should order without previous notice to regiments, and simultaneously for the whole cavalry and artillery, that one farrier major may not borrow from another, and so defeat the object of his inspection, which

is, to ensure a full and complete supply of shoes in use, spare shoes in the possession of the riders, and a full supply of iron and nails in store for the making of other shoes, this necessary quantity of iron and nails for the whole of the horses of officers, artillery, cavalry, baggage, ambulance, waggon and transport trains, he is responsible for supplying to the army. He is to form depots and stores of these materials, and keep those stores always in a state of complete efficiency, as well of iron and nails as of forges, bellows, and every other article which is necessary for keeping the whole of horses well shod. In arranging for all these necessary things, he may obtain the assistance of any or all of the other departments, but he alone is responsible. If he have applied to them for the needful aid, and cannot get it, his duty is to appeal in time to the "*chief of the staff*," before the army suffers from the neglect.

4th, or ORDNANCE GENERAL'S DEPARTMENT.

Ordnance General.

Assistants do. (as many as found necessary).

Presided over by the Ordnance General and his assistants, one of whom he attaches to each branch of this department, one to the Great Gun branch, including horse and foot artillery, siege and mortar batteries, the limbers and carriages for each, and the ammunition and ammunition waggons for each, to another he gives the small arms branch, including rifles, carbines, revolvers, pistols, pouches and belts, and to another the sword branch, including bayonets, lances, sword and lance slings, sabre tashes, etc. The ammunition for each weapon and its package and transport, is never separated from the branch of the department to which the weapon belongs, the complete weapon with its carriage, fitting and ammunition is considered one. One of the assistants should attend daily in this department during office hours. This department is entrusted with the duty of keeping the army, all the forts and garrisons and land batteries of the United Kingdom constantly supplied with the most improved weapons of modern warfare, and with the most destructive kind of ammunition and projectiles. This department should receive reports from other countries, and keep its eye upon what is going on in them as to improvements in weapons of warfare, and

other matters of that kind. The arming of a dozen men in each regiment with the "*Minié improved rifle*," not that in common use, but that which captain Minié has recently invented to fire twelve or more times in a minute, would produce good results. A revolving rifle of some kind is very necessary for all storming parties, who seldom have time to reload after a first discharge, and a long revolving pistol is better for cavalry than a carbine. It is also quite indispensable to every officer of infantry, and has already saved many officers' lives. Experimentors should never be discouraged by this department, but simply informed that the expense of proving their inventions to be serviceable must be entirely borne by themselves, and if adopted, they will have for a given period the privilege of supplying the weapon, to the exclusion of others.

When the country is at war, the officer who represents this department in the field has the duty entrusted to him of keeping the army constantly well supplied with every kind of weapon and ammunition. He must provide in time for every casualty that may arise. If a siege be contemplated, he must consult with the officer who represents the engineer department as to the number of batteries and the description of siege train required. The numbers, the proportion of mortars to guns, and every other necessary particular he ascertains, and immediately takes the necessary steps for providing them in sufficient time, and with a constant supply of ammunition to each. Before their arrival, if he has to send for them, he prepares the necessary means for landing and securing them. Heavy cranes, landing stages, parks, roads, magazines secure against fire, all these will have to be prepared before the arrival of the

heavy guns and mortars, so that no delay may take place in getting them up into position as fast as they arrive. If labourers be wanted for any portion of these preparations, besides what the army can afford, he is also to get them; if horses, he is to get them, and if not found on the spot, he goes or sends elsewhere for them. All the order that he wants, is to have so many guns, mortars, and ammunition ready there, by a certain day; the rest remains with him. And as the army cannot spare probably all the labour necessary, he is to hire, press or seize the labourers and horses of the nearest towns or country he can find them in, never paying them less than the fair daily wages of the country, unless reprisals have been ordered by the Commander-in-Chief. Under this department also are placed all founderies and factories for making every kind of arms, ordnance, their limbers, carriages, and ammunition, the parks, armouries, stores and magazines, and every officer and man employed in them, at home or abroad, and it makes all contracts for buying arms, and sees to their execution.

This department is formed on the same model as every other military department, and governed by its general and as many assistants generals as may be found requisite; all other distinctions are removed. It is in the same building, under the Commander-in-Chief and his assistants, like all others. It has no need of deputies, secretaries, majors of brigade, aides-de-camp, which they have not. Officers of engineers, inspectors of fortifications, etc., are not belonging to this department. The grades of rank of the "ordnance," "engineers," "medical," "regimental," "Staff," etc., should all follow one uniform principle and model. To begin in one as a cornet or ensign, and proceed on to the next

step a lieut. ; and begin in another, as a 2d lieut., and proceed on to a 1st lieut ; to have 2d lieut.-colonels in some regiments, and not in others ; majors in some, and not in others ; 2d captains and 2d lieutenants in some, and not in others ; colonels commandant in some, and not in others, all leads to a jumble of ranks that when officers meet of these different corps, there is no telling who is the superior. All ranks in the " ordnance," and " engineers" should be named like the rest of the army. The " medical" also to have equivalent regimental rank attached to their medical one, which will indicate their true position, and the new corps of *General Staff* to be modelled after the same rule. *Deputy* is a name much misused ; in future, it should denote the officer deputed to act at a distance from head quarters. Those present with the chief of this department to be invariably styled assistants, and may be distinguished as 1st, 2d, and 3d assistants, etc. A man who is always present cannot be a deputy. A man sent to act at a distance is a deputy of the chief, and his assistants are deputy assistants. *All* officers appointed to the ordnance whether a first appointment, an exchange or a removal, must be holders of 1st or 2d class certificates from Sandhurst college, or from other educational establishments, appointed to grant certificates.

As the heaviest articles of an army belong to this department, the states of the roads, bridges, etc., in the field concern it more than any other. It is its constant duty therefore to keep its attention directed to them. If the officer who represents this department in the field has reason to expect the roads will become out of repair and impede or prevent the movement of his heavy guns, etc., he should at once apply to the Engineer Department,

whose duty it is to see to, and direct the construction and repair of all roads, bridges, etc. Should the application remain unattended to, the officer of this department should then report to the "*Chief of the Staff*," before any inconvenience can result from the neglect.

5th, or ENGINEER GENERAL'S DEPARTMENT.

Engineer General.

Assistant Engineer Generals (as many as found requisite).

The above are the only divisions of rank this department requires, it is modelled after all the others. The separate branches of the department are presided over by an assistant engineer general, and there are as many of them as experience may show to be necessary. One is always to be in attendance during office hours. Inspector is an unnecessary title; all inspect their own branches. Under this department is placed the whole of the fortifications, batteries, etc., of the United Kingdom. Wherever there is a piece of ordnance mounted for use, it must stand on some kind of prepared platform, and that platform, parapet, wall or embrasure is under this department. Its construction, and its constant repair, and alteration when necessary, are to be directed, superintended, and, when necessary, executed by this department, and its subordinates, the "*sappers and miners*," who are the carpenters, masons, and navvies of the army. The drawing out of plans for the construction of every kind of field camp, trench, earthwork, magazine, stores, road, bridge, and of gabions, fascines, and every kind of machine, tool, and implement, used in their construction; of every temporary or permanent barrack, garrison, stable, riding house, forge, etc., is the business of this department. So also are landing jetties, piers, and

wharfs, storing sheds, fire-proof buildings, large cranes or other contrivances for lifting and mounting, landing and transporting heavy mortars, guns, etc. Every kind of implement and tool required for the construction or repair of any of the above, is provided by this department. It obtains by contracts, or otherwise from its own manufactories, a good and sufficient supply of every thing required in this department, and keeps them in its own stores for issueing out as may be requisite; having also an eye to the best means of obtaining an abundant supply in case of a sudden emergency. The quality of all kinds of implement bought should be very severely tested; spades or pickaxes whose edges and points bend up at the least frost, or hard ground, hand-bills, and wood-axes that can't be used to fell a tree without breaking, are worse than useless to an army. This department should also be well-instructed in the making of tram and railways, both permanent and of a temporary nature, such as may be executed from the ordinary materials of an enemy's country. And it should above all things keep up with the civil engineering experience of the day. To have no foresight in making the necessary roads to a camp, until it is all but impossible from the holes and pitfalls worn in it, or to be obliged to have recourse to private engineers to lay out and construct a tram or railway, evinces the melancholy fact, that the department of the military engineers has stood still, and left the civil engineers of the day pass immensely ahead of it. This lost ground should now be brought up, and the head of this department should at once set about it, and take measures to prevent its again falling behind. The various ways of economizing labour which daily experience brings forth, in large engineer-

ing operations, should be seized hold of by this department; and as during peace no great opportunity is afforded it for large operations, it should detach some of its department to observe the large engineering works going on in different parts of this and other countries. The latest improvements or inventions in pontoon, bridges, or in any other branch of this department, should always be ascertained, proved, and adopted or rejected with as little loss of time as possible. The "*sappers and miners*" should be increased up to the necessities of the army, and regimented, if necessary. In various forts, and garrisons in the kingdom a general store of engineers' tools, implements, etc., should be established, and under the charge of this department, to be issued out, from time to time, to barrack masters, and others, for the use of the army. The officer who represents this department in the field is called *Deputy Engineer General*, and his junior *Deputy Assistant Engineer General*, unless the chief head of the department himself takes the field. This department, like all the others, is under the 1st, and reports and is responsible to the "*Chief of the Staff*." Officers appointed to the engineers at any time, whether a first appointment, removal or exchange, must be holders of 1st or 2d class certificates from Sandhurst college, the same as the officers of artillery.

The different grades of rank in the engineers to be named after the rest of the army, and such names as inspectors, etc., discontinued.

This department should not attempt to place any of its duties on to the Quarter-Master General, whose duty it is simply to select the site of a road, the ground of an encampment, the size and position of stores, etc., for the army. The officer of this department should then

draw out the plan of the camp, the road, etc., and having conferred with the Quarter-Master General upon the plans, should procede to their execution, with his "*sappers and miners*," and obtain fatigues and working parties from the Adjutant General's Department, and hire, press, or seize the labourers of the country if necessary.

6th, or QUARTER-MASTER GENERAL'S DEPARTMENT.

Quarter-Master General.

Assistants do (as many as found necessary.)

Presided over by the Quarter-Master General and his assistants, one of whom should be daily in attendance at office hours. Under this department, the movement from one place to another of every officer, every man, and every horse, and their baggage, is conducted. It selects the stations for summer and winter camps, arranges the places for daily halts on the lines of march, fixes the place and date of embarkation. It directs the conveyance and means of transport, for the whole force to be moved from one place to another, as well as for their baggage, by demanding as much aid as can be given from the Transport and Waggon Train Department, and afterwards by hiring and buying, or by pressing and seizing, whatever further means of transport is required. When the route is partly on land, and partly by sea, it is the Transport Department that should conduct it, and the hiring of transport vessels; the entire route throughout its whole length to be under one department. There can be then, no shifting of responsibility, and all neglects can at once be detected and placed upon the proper department which is guilty of it. "*The Admiralty*," in all the necessary arrangements for finding ships and hiring transports, etc., should be only the assistants of the Quarter-Master General's Department, which has the entire arrangement, and direction, and the Transport Department the entire execution of the moving of every man and every article of the army. It is this depart-

ment which provides beforehand for the disembarkation of the troops and their baggage, their reception on shore, and their subsequent route to their place of final destination. This department, when on service, has the ordering of the construction of roads, the building of jetties or landing piers, and building of bridges, and all engineers and others required in these constructions are under the orders for the time being of this department; and generally every thing which concerns the facilitating or retarding the movement of troops and their baggage and stores. But the movement of food, fuel, forage, etc., is the duty of the commissariat. Until the formation of a complete transport department for the army has been effected, the quarter-master general's department must continue to superintend much of the transport service. But afterwards, all departments will have their own duties, and each of them will have abundant employment to attend to its own. Thus when the medical department has medicines, etc., to be sent to the sick; the ordnance, guns, arms, or ammunition; the equipment, general clothing or necessaries; the commissariat, food, fuel, forage; they one and all apply to the transport department, which is the general carrier for the whole of the others, in peace and in war. That department makes all the arrangements for the entire conveyance throughout, as well by sea as land. If it requires assistance it gets it, if it wants the "Admiralty" to contract, to inspect, to fit up, to victual ships, etc., it applies to it for that assistance, but the whole transport journey is in the transport department from beginning to end. The quarter-master general, in like manner, applies to the transport department to provide the means of conveyance for troops, their baggage, etc. The camps

in which the troops assemble each year in England are selected and the ground pointed out for each part of the army by this department, and it orders all marches, and arranges all routes of troops going to or coming from the said camp. And during their continuance it is this department which arranges every change of station or quarters to be made in it. In the field, the same duties fall to this department. It arranges the march and order of departure of every regiment from one place or station to another, it ascertains beforehand what accommodation will be met with on the route, and also at the place of final destination, and takes the measures necessary to prevent confusion on arrival of the troops, at the final or any intermediate station, by placing guides to direct each part of the army to the ground, or position, or the villages, or the parts of villages which each is to occupy. These arrangements being most important, he should take every means to ascertain and complete them beforehand, that troops who come in jaded after a weary march, may not be kept for hours standing perhaps in the rain, because this department has left no one to direct them where their quarters are fixed. It not unfrequently happens, from a badly arranged Quarter-Master General's Department, that whole regiments, and even divisions of the army, have been misdirected to wrong quarters, and after the tired men have stripped themselves, they have had again to dress and form in marching order, and to retrace their steps perhaps many miles in bad weather. These mistakes are avoidable, if the Quarter-Master General knows his duty, and takes care to have his arrangements made in advance, and at proper places on the route stations his guides to direct the troops to their right quarters.

7th, or COMMISSARY GENERAL'S DEPARTMENT.

Commissary General.

Assistant do (as many as may be found requisite).

Deputies are those deputed to act at a distance, and their assistants are deputy assistants.

Presided over by the "Commissary General" and his assistants, one of whom should be daily present at office hours. Under this department is placed the entire provisioning of the troops, and the supply of light, fuel, and forage. In the supply of forage, that is food and bedding for the horses, he is assisted by the department of the "Inspector General", No. 3, but only as his aids and assistants; they are under his orders for the time being, but he is responsible for the whole supply of "provisions," "forage," "fuel," and "lights" of the army. This department in the field is to obtain all transport and means of conveyance that may be necessary for the keeping up a constant supply of the four things with which it is charged. For this purpose, it demands all the means of transport which can be spared, by the Waggon and Transport Train department, and hires, purchases, or seizes the remainder. It informs itself beforehand of the probable quantity of each of the four things it has charge of which will be required, *where* they can be best obtained, and *how* they can be best transported to the place required; if mules, packhorses, waggons, etc.,

be wanted, he must get them, somehow, and somewhere ; if landing jetties, piers, bridges or roads require making, he must apply to the Engineer General and Quarter-Master General's department, to get them made, in sufficient time to avoid delay or suffering on the part of the army. Sheds and stores also for the stowage of food, fuel, lights, and forage he is responsible for, as well as for tarpaulins, sails, sacks, and all things necessary for providing, preserving, storing, and issuing out to the troops the four things already mentioned. Should this department be unable itself to construct any of the above, it should apply to the Engineer and the Quarter-Master General's departments, and this should be done in sufficient time to enable the things to be executed, and also to enable him, in case of neglect, to seek the authority of the Chief of the Staff or Commander-in-Chief. This department is responsible for sending off in sufficient time to all separate portions of the army, members of its force to superintend the commissariat. Thus to the medical department, at the head quarters of the army, it attaches a certain number of commissariat staff, to keep it constantly well-supplied with all the provisions and comforts necessary for the sick ; and in the event of large hospital or convalescent establishment being formed, it confers with the medical staff in charge of it, and despatches a deputy assistant commissary general with a regular staff to provide for the purchase and constant supply of every article of food, fuel, lights, and comforts required by the sick and convalescent. "*Purveyors*" for the sick are altogether useless and unnecessary, it is the express duty of the commissariat department to provide every part of the army, sick and well, with provisions, fuel and light, etc. This

it can do much better, being constantly accustomed to those duties, than any purveyors whatever. It is an important duty of this department to order all under it, who may at any time have to enter into contracts, or to make purchases for the supply of any thing to the army, to ascertain by the strictest inquiry the average price of the article in the neighbourhood ; and they should extend their inquiries to many indifferent and disinterested persons. In large contracts abroad, the impositions and frauds committed for want of due inquiry are enormous, and entail a heavy additional expense on the public. Three and four times the market price of articles required by the army at present in the East have been paid by purveyors and others in the British army. Neglects and omissions first take place, for want of organization, then sufferings and complaints, upon which some one is set to work to stop them all in a hurry ; fraudulent contractors see his haste, and dilemmas, and profit by his hasty decisions. As a rule, the “ *payment* ” of all of the foreign supplies to the army is the duty of the financial officers of each department, and not of the commissaries, who should keep themselves and their assistants always on the alert to obtain an uninterrupted supply. But cases will occur where the commissary cannot be accompanied by the finance officer of the department, in his search for supplies ; in which case he arranges with the finance officers as to the manner of payment. In all cases, the commissaries keep their own accounts of the quantities, and of the prices agreed to for each, separate from the finance officer’s accounts, and each party sends his account to the head of his own department, where they are compared, and checked, each account being a check upon the other. The head quar-

ters of this department in London assists in providing supplies during war as well as in peace. The members which it detaches to the seat of war belong to this department, and a great number of things supplied to an army in the field will in many cases be best obtained in England, the contracts and purchases for all which, belong exclusively to this department. If therefore any thing goes wrong in these supplies, the blame falls justly upon this department, which is fully responsible for the whole. If green coffee berries be sent out, and there be no means for the soldier either to roast or grind them, there is no need to search about for a culprit—he is known as soon as the error. But nothing of that disgraceful kind can take place under the organization here laid down. Such miserable mistakes and failures arise from the want of systematic organization. There is no fear that a man accustomed to any duty will omit the very A, B, C of it. A tailor does not omit his needles and thread, a butcher his knife, a mason his trowel, because each is so accustomed to the daily use of his instruments, that they become like his foot or his hand, a part of him. So a commissary department systematically organized, and answerable for the whole, with no divided responsibility whatever, always existing and in practice every year in supplying the camps, would in the same manner know every part of its duties, and would no more send out green coffee berries, than sit down to eat them. The summer and winter camps established for the training of young soldiers of the “*reserve*” army are the schools in which the officers of this department will find the means of learning their important duties. Every thing at those camps should be conducted as it must be on service in an enemy’s

country. At those camps, the officer who represents this department should carefully avoid giving bakers' loaves, butchers' joints, etc., to the troops. By such means he destroys the utility of those camps. He should purchase droves of cattle and sheep, and the men be taught every necessary duty in converting them into food. Flour and even wheat should be issued to the men, that they may be taught how to make their own bread, ovens, etc. Fuel also and forage should be obtained by this department in the same manner as those articles are usually got by an army on service, and in all other respects the camps summer and winter should be provisioned and supplied as if the camps were in an enemy's country.

8th, or MEDICAL GENERAL'S DEPARTMENT.

Medical General.

Assistants do. (as many as may be found requisite).

Presided over by the Medical General and his assistants, one of whom should be daily in attendance at office hours. This department has the whole conduct and control of all that concerns the sick. It recommends, after careful examination, to all appointments, to all promotions, and to all removals of every officer and every other person connected with the sick. It has the whole duty of providing accommodation for the sick, in temporary, field, or permanent hospitals, the fitting up and furnishing such hospitals with every requisite for the sick, and whatever aid it requires to enable it to execute this duty effectively from other departments, it is bound to require and demand in sufficient time to have it executed, and failing to obtain what is necessary, to report to No. 1 department the neglect. During war, a corps of sick ambulance, to consist of mules or pack horses, and sick waggons, are attached to the medical department, and wholly placed under the charge of the medical officer who represents in the field this department. He has the entire control over them, and over every medical officer. He recommends to rewards, promotions, and dismissal all who are connected with the sick. He is responsible to the Chief of the Staff and Commander-in-Chief

for every man's performance of his duty to the sick, and that their sufferings are not augmented by neglect or privation. Under his orders are also placed besides the ambulance corps, the following, during war : a hospital commissariat, from the commissary general's department, under an officer ; hospital police, under an officer from the provost-marshal, whose duty is to preserve order amongst the hospital attendants ; hospital apothecaries, to receive the surgeons' orders, and mix and administer medicines, etc. ; hospital nurses, male and female ; hospital orderlies, washermen and porters, whose duty is to carry the sick, wash the sick, their clothes, bedding, wards, and utensils, and keep all in and about the hospitals in a perfect state of cleanliness. He has the authority over these and removes such as are incompetent. He has an officer of finance attached to his department, with the necessary funds for paying every person belonging to or attached to it, who is provided with financial clerks to keep a correct pay list of all his disbursements, applying always in sufficient time to the officer who represents in the field the financial department ("the paymaster general"), for any augmentation of his funds which may be necessary. Attached to or belonging to the sick ambulance corps is a small "ambulance cuisine," for the supply to the sick of warm water, warm broth, tea, coffee, gruel, etc. As the formation of temporary and permanent hospitals is necessary long before they are actually needed, the officer who represents this department in the field has the duty of making all the arrangements required for a complete hospital beforehand ; he selects the site and the building, taking care that it be large enough ; he directs the building of wash-

houses, cooking houses, and larders, laundries, and drying houses, water closets, etc., the fitting up, and furnishing every ward, and room with bedsteads, bedding, utensils, and personal apparel for the sick, and when all is done a thorough cleansing, purifying and whitewashing of the whole and of the ground around and about the building. He has his medical officers appointed and present, his nurses, apothecaries, porters, orderlies, washermen, police commissariat and financial staff all told off, and in perfect readiness for the arrival of the sick. No sick soldier should at any time, whether in war or during peace, bring to the general hospital any article whatever of his kit, or arms or ammunition, except the clothing he has on him. These, as soon as he is put to bed, are to be placed in a large canvass sack marked with his number and regiment. They should be washed and cleansed by the hospital washermen, and when dry returned to the sack, and placed in the hospital store. During his stay in hospital he uses only the hospital clothing, which each bedstead is provided with. On his discharge from hospital he resumes the clothes he entered with, and if they have been destroyed by having to be cut off his body in consequence of his wounds or other causes, this department provides the necessary funds for buying others, and for his journey to his destination. An account of the disbursements which have been made appears in the hospital accounts, and is deducted from the soldier's pay or not, as may be determined. A hospital bed should consist at least of the following things, the duplicates kept on a shelf over the bed-head, and always clean and ready for use : —

- 1 Iron bedstead with canvass bottom.

2 Paliasses and 2 bolsters of canvass for straw (one being for washing).

3 pair of sheets, 3 blankets (grey), 1 rug.

3 coarse towels.

1 four bushel canvass sack, to hold the soldier's clothes.

1 flannel night cap, 1 flannel long bed gown.

2 flannel under shirts, or jackets, and 2 pair do. drawers.

1 flannel trousers, 1 pair of list shoes.

2 linen shirts, 2 pair of woollen socks.

1 metal chamber utensil, 1 water jug or can, and 1 ewer.

1 metal soup basin, 3 do. plates, and 1 do. drinking cup, 1 tin name-holder for bed-head.

Other things may be useful, but the above are indispensable. When, therefore, a hospital for 5,000 beds is wanted, the officer of this department multiplies each article of the above list by that number, and then knows what steps to take to complete the fitting up of his hospital.

The officer who represents this department in the field has the duty confided to him not only of curing disease, but of preventing it as far as possible. If therefore he sees filth and putrefaction accumulating in or near the camp or hospital, or any contaminating foulness, he should direct the attention of the camp police and the officer in charge of the locality in which the filth appears to it. The neighbourhood of the sutlers' quarters, the slaughter houses and sheds, the hospitals, and graveyards, are all quarters where filth is likely to abound, causing pestilence and sickness to spread through the camp. It is not the duty of the police to

clean the camp, but it is their duty to punish and report those who should clean it, and do not. If after this the nuisance continues, the medical department should make a formal representation and report to the "*Chief of the Staff*," pointing out the danger to the army from the continuance of the nuisance, and requesting the aid of his authority to put an end to it. All offal and other filth should be buried daily, and daily inspections made by the camp police to see that it is.

Hundreds of sick soldiers' lives may be saved, if the medical attendants have the means to keep filth and vermin away from them, and of warming tea, gruel, arrow-root, etc., in all places, and at the right moment, when a sick man is sinking. On the battle field, in the rear and near to the place where the surgeons are amputating, and on the subsequent move, when the patients exhausted after the operations, are being roughly carried to temporary shelter or hospitals, the ready means should be at hand to afford relief to those drooping soldiers; a warm drink would often revive where brandy could not. The following cut shows a small "*ambulance cuisine*," which should never be absent where sick soldiers are accumulated in any number, and the same amount of fuel which would heat or boil by a camp fire one or two small cans, and that only when halted and delayed for that purpose, would by this small "*cuisine*" keep a large number of sick soldiers fully supplied with broth, tea, gruel, etc., and without delaying their progress one moment.

These "*cuisines*" would be found also of much use in other ways. A small light bath is carried in the front, by which the medical attendant could keep dysenteric patients in a wholesome state of cleanliness, in the

field and temporary hospitals. For the want of any means of cleanliness, the air of these places, when dysentery sets in, soon becomes infected to such an extent, that the convalescent cannot mend in it; wounds even will not heal in it, and thus pestilence begins, and spreading wider every day, makes all around like a lazaret-house. These "*cuisines*" would stay or prevent such evils. Troops and companies of regiments could be supplied also with one or more of these "*cuisines*," and during a rapid march, it would every night in bivouack cook the food for the next day, and probably for two or three days, if made longer. They could also be wheeled into the regimental tents or huts of a camp, where they would cook more rapidly and afford heat; at the same time enable the soldiers to dry their clothes, by spreading them over and around it; camp fires get put out, by rain and snow, when most required, and waste twenty times more fuel, with less results, than one of these "*cuisines*."

MULE AMBULANCE CUISINE FOR THE SICK.



LENGTH.			DIMENSIONS OF THE BODY PART.	
6 kettles	$\times 12 \text{ in.}$	$= 72 \text{ in.}$	Length, 7 feet 6 in.—breadth, 2 feet 10 in.—depth,	
7 spaces	$\times 2$	$= 14$	3 feet 4 in. Heating or cooking about 13 cubic feet	
2 do for padding	$\times 2$	$= 4$	of liquid and meat, and baking, at same time, meat or bread.	
90 in.				

The dark spaces show the course of the flue, which is four inches deep all through. It passes to the front by the right hand side, straight from the furnace, then back again on the same level on the left side; it then ascends to the top flue, passes again to the front by the left hand side, and back by the right, where it passes into the chimney. The boiler space is 14 inches deep, and the bottom of each cooking kettle rests upon the flue, and they are 12 in. square and about 14 in. in depth; but the lid of each fits *inside it*, and goes down 1 inch, leaving a space for a canvass towel to lap tight over each lid; straw, leaves, or boughs of trees are then spread over the top, when the heating or cooking is going on. Round the four sides a space of 2 inches is filled with charcoal dust, or some non conductor, and then enclosed in a wood sheathing like the body of a locomotive. The furnace has bars below and in front of it, and a moveable blower.

It has been too much the custom of medical officers in application for medical stores, to regard only medicines, under that name, whereas, comforts for the sick should by no means be omitted. In hospitals abroad and at permanent military stations, preserved meats, broth and vegetables, wine, tea, arrow-root, lime-juice, become at times not only comforts, but they are also medicinal. In England such things can be easily purchased as wanted, and the charges appear in the hospital accounts, but abroad they should be in the medical store at hand when wanted. To apply in the present day for nothing to store a hospital but medicine is quite absurd. This department has in its charge to see that all large hospital establishments have the means of supplying these medical comforts and neces-

saries to the sick, in England by purchase, and if abroad, by means of a store kept constantly replenished with them.

The duties laid down in the foregoing for this department are not all surgical duties, and regimental army surgeons are very fond of trying to shut themselves up in their strictly medical character. They like very much to be considered as having nothing to do with sick soldiers, but perform surgical operations and prescribe medicines, and in peace time they do succeed in escaping pretty nearly every thing else. This feeling arises very much from the faulty system of permitting medical surgeons and assistant surgeons, as soon as they join a regiment, to evade all except general parades, and never to appear in regimentals. It also arises very much from their medical education at private hospitals, where they are accustomed to see the medical man walk pompously through the wards, attending only to the higher parts of his professional duties, leaving the care, the comfort, and the attendance on the sick entirely to subordinates, of which there are always plenty. Now all this breaks down on service. The military surgeon is also a military officer, and has the care and the charge of the sick.

It is also to be remembered that the duties hereinbefore laid down are departmental duties, and would fall to the lot of medical men who had passed through, and consequently out of regimental practice. The higher officers of the Army Medical Department have in general long ceased to have any strictly surgical duties, and cannot possibly be better placed than in charge of this department, the duties of which can never be adequately performed by any officer who has not had a long experience with the sick. By entrusting these duties to any

but medical men, they would be sure to be badly done and half neglected, as is now, or was, the case at Scutari. It is not intended that the medical officer who represents this department, and who may at any time have to make large preparations for the establishment of hospitals, etc., in the field, should besides have the medical duties of prescribing and administering to the sick. It is simply that the officer should be of the Medical Department, for none other can properly perform them, and he should be placed over the whole medical staff of the localities of which he has charge, with power to suspend and report all officers, and to punish and dismiss all others belonging to it; in the same manner as any general officer could do, either by courts martial, or otherwise.

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9th, or EQUIPMENT GENERAL'S DEPARTMENT.

Equipment General

Assistants do. (as many as may be found requisite).

Presided over by the Equipment General and his assistants, one of whom should be daily present during office hours. He divides the department into branches, and places an assistant to the Royal Guard branch, the artillery and the engineer branch, the cavalry branch and the infantry branch, and each branch takes its own "*reserve*" army, the difference between them being small.

The whole of the clothing and necessities of the British army, and all that relates to them, belongs to this department. One year's supply of each article of clothing and necessities should be always kept in store, and a ready means prepared for any sudden augmentation. All officers are entitled to be clothed by this department, so far as uniforms are concerned, as well as soldiers, or they may receive their uniform's value in money yearly, and provide themselves. There is an advantage and indeed a necessity for this right, for, otherwise, on service they would frequently be worse clothed than their men; soldiers should be completely equipped, and not, as at present, only partly so. A correct calculation can without difficulty be made of the average duration of every article of clothing and necessities, and they should be periodically issued out accor-

dingly, twice a year, summer issue, 1st April, winter issue, 1st October. Each man to be compelled to keep his things in good repair at his own expense, to replace them, if lost by neglect, and to be punished, if sold or otherwise made away with. When the old articles issued have lasted their full time, and have been replaced by new, the soldier should not be permitted to retain the old, which only adds to the weight he carries; they should be sold like any other barrack stores by auction, and the amount they fetch should go into the regimental fund, to accumulate, till the soldier is discharged at the end of his six years' service, when it should be handed to him, and will aid in supporting him, till he finds employment. This department should from time to time obtain information and models of the clothing of other armies, sorting them into warm and cold climates; and obtain like information and models from the Colonial Military Department, whose regiments being stationary and all clothed strictly with reference to the climate in which they live, could afford most useful and reliable information, as to the best dress for military purposes under every degree of heat and cold, and this department should act upon information so obtained and reliable, and preconcert all the means necessary to obtain at home, or from other countries, a speedy and sufficient supply of any articles of clothing or necessaries which a sudden war in a cold or hot climate might render necessary. In general, very much may be learned by observing the native dresses of the inhabitants of our colonies in the East and West. Our colonial regiments should all be clothed as much as possible after the model of the native military uniforms, with such deviation as to colour only as

may be sufficient to distinguish at a tolerable distance in the field "*Royal colonial*" from "*native regiments*."

In war, the officer who represents this department in the field is responsible for the complete supply of every article of clothing and necessities, and to this there should be no exception; dragoons' cloaks and valises, or infantry cloaks and packs or knapsacks should not be issued from a different department from other articles of clothing and necessities, and every regiment and every officer and soldier should have their clothing due on the same day. Men who may join between the periods of the issue, are not to be newly clothed, which would make confusion by introducing different periods into the army; they should receive the clothing of men who have become non-effective by death; and of men promoted, who have received better clothing on reaching superior ranks. Thus all men of a regiment and every regiment of an army having their clothing due at the same time, the supply of the whole could be more easily accomplished, with ordinary foresight. Great frauds are easily committed by clothing contractors, especially in the *materials* of military clothing and necessities, and clothing inspectors require to have a knowledge of tailoring to be able to detect them. Reports should be called for, from the colonels in command of regiments *three months after* every issue, as to the qualities of the articles supplied; when they would be able from actual experience to give a reliable opinion; and these reports would always reach this department in sufficient time to prevent another contract being taken by the same contractor, these contracts being never renewed till after the arrival of the regimental reports. At present the reports of clothing

given and received are entirely useless, being merely a guess before trial by an inexperienced guesser. This department should also guard against collusion between the contractors and the inspectors of their goods when delivered. Thousand of pounds pass yearly into the hands of Government inspectors of articles supplied to the army. The writer's family is connected with a manufacturing company which used formerly to supply Government army contracts, and it could never get their goods passed or even examined until large bribes had been paid to Government inspectors. This is neither fair to the army, the Government, nor the contractors. The remedy is simple : appoint the inspector to-day to make and complete his inspection to-morrow ; if he has not finished then, appoint a different one to complete. The inspector should be paid for his trouble, be thoroughly acquainted with the subject or article for examination, and have no previous intimation. It should be made also in presence of the military authorities only, and be considered simply as an aid to their own opinion. The official examination and rejection would follow afterwards in presence of the contractor or his agent. Never should any person of inferior station in the regular employ of Government, such as clerks, store keepers, and such like people, have any thing to do with the inspection of contractor's supplies, still less appoint a permanent inspector. The inspector's appointment should commence one day, and finish the next. These remarks apply to every other military contract, as well as to clothing and necessaries.

The uniforms of the British army in Europe are far too numerous, even with the modifications recently introduced ; there should be 12 regimental uniforms, and no

to be put into the regimental fund of the regimental paymaster, and accumulate until the discharge of the man from the service; then it should be paid him, as before pointed out.

This department has nothing to do with accoutrements, every weapon, with its carriage, its slings, its suspenders, fittings, pouch, sabretashe, ammunition, etc., belongs to one department, that is the Ordnance. The weapon is not complete without all its accessories. But knapsacks and slings, valises, cloaks, etc, come under this department; all that relates to uniforms, clothing and necessities.

10th, or BARRACK MASTER GENERAL'S DEPARTMENT.

Barrack Master General.

Assistant Barrack Master Generals (as many as may be found requisite).

This department like all others reports and is responsible to the first. It has under its charge the whole of the military buildings of the Kingdom, even the building in which the 13 departments at the head of the army sit, and every other; and all forts, garrisons, castles, towers, barracks or military buildings in which military men or barrack stores are housed or kept, if not already under this department, should be placed under it, together with the barrack stores, fittings, and implements it contains; and the person or persons in charge of all such places are also belonging to this department. Every military building of every kind is thus under one keeping and one head, and the whole expense of its maintenance in repair, etc., is included in the accounts of this department. The Barrack Master and Assistant Barrack Master are commissioned officers, who have charge of, and reside in or near each building, and any small buildings separate and at a distance are placed under the charge of the nearest Barrack or Assistant Barrack Master, with a Barrack Serjeant in immediate charge of each, under him. Engineer and Ordnance Departments, in occupation of portions of a military building, are regarded as occupiers only in the same manner as a regiment which marches into or out of a barrack; and buildings which are wholly de-

voted to the manufacture of ordnance, or entirely occupied by the Ordnance or Engineer Departments, have still a member of the Barrack Department in charge of the building itself. New buildings to be built, or old ones to be repaired whilst in progress, are ordered and conducted by the Engineer Department, and when finished, delivered over to the Barrack Department. This department is in general unrepresented in the field, but from its stores, barrack furniture of every kind is issued, to supply the camp with every requisite, such as cooking stoves and kettles, etc. As soon as any permanent store, hospital or other building is proposed or established for the army in the field, the duties of this department begin. It immediately despatches its representative to the spot with ample provision of every article of barrack furniture, ascertains beforehand the number of iron beds, bedding, and of every article necessary to the proper fitting and furnishing it complete with every necessary for use or comfort its purpose will require, and despatches all these in time to the spot to which it sends its officers with a correct list beforehand to receive the said articles and provide for their conveyance and storage until the building be ready for their reception. Such of these things so sent out as are of a perishable nature, such as sheets, bedding, etc., he provides for a renewed supply in sufficient time and as often as necessary. An important duty of this department on all occasions of great and pressing emergencies is to instruct its servants to be careful to act up to the *spirit* of their instructions, and on such occasions, if the letter of their orders and the spirit and intention of them be opposed, they should adhere to the *latter*, and report the matter for approval to their superior. Thus, for example,

if they have warming stoves in store, for the comfort of the sick, with orders to issue them under certain formalities of routine, and a medical officer applies for them and reports that he has patients dying for the want of them, before those formalities can be complied with; he should adhere to the *spirit* of his orders, and issue the stoves, merely requesting the medical officer to give him his statement in writing, for his justification, which he should transmit to his superior, and request his approval. It is also the duty of this department to direct the sale of all things worn out, or cast as unserviceable, by auction, on the spot, and of all things which have been supplied to distant places after they are no longer required there, unless they may be worth the cost of transport back again to England, and the amount realized at such sales of barrack articles to be credited to the public in its accounts.

It is productive of much confusion in accounts and in departments, and in correspondence, to have military buildings under different heads. They should be all under this department. If the Ordnance has guns and stores to house in barrack buildings, it should occupy them under this department, in the same way that regiments occupy the different barracks. The same with the "Engineer" or the "Equipment" Departments; they may have each large stores to house in barrack buildings in different places, but they, the "Ordnance" and all other departments, should be the occupiers only under the Barrack Department, which as far as the building itself is concerned, is to be responsible for its safety, repairs, etc., and the whole expense of such repairs should be kept in the accounts and be paid for by the finance portion of the Barrack Department.

11th, or TRANSPORT GENERAL'S DEPARTMENT.

Transport General.

Assistants do. (as many as may be found requisite.)

Presided over by "The Transport General," and his assistants, one of whom should attend daily during office hours. This department has under it the whole of the transport and carriage of an army's baggage and stores, and although in the United Kingdom and during a time of peace, it is advisable to convey baggage and stores by public canal and railroad companies, on account of the superior care, economy and expedition of those modes of conveyance, yet it is a very false economy to break up this department entirely after a war. To the head quarters of every regiment of foot, two or more waggons of a serviceable make with the necessary horses, harness and drivers should be attached during peace, and to every regiment of cavalry and artillery the same;—these should be employed in transporting forage, fuel, food, etc., to the regiment, and conveying new and cast stores to their destination from or to the regiment. On a march they should accompany the regiment, troop or detachment, carrying the small personal baggage required at the end of each day's halt. They should also take up men who may fall sick on the road, and relieve others of their knapsacks or arms, who from sickness or other cause were unable to keep up. These waggons being kept up in every regiment during peace, and a few also attached to every military station and district, would form a nucleus to which in time of war the necessary augmentations could be speedily added. Workshops for the manufacture of these transport waggons, sick

ambulance waggons and mule cuisines, paniers and seats, mule beds, etc., should likewise be retained and continued in time of peace and be placed under this department. A small stock on hand of the best description of each, would be necessary to serve as models in case of sudden augmentation.

In a time of war, the officer who represents this department in the field has the whole transport service under his charge, and if the war be at a distance, he can expect only a small portion of his force to reach him from England. A quantity sufficient for the lead transport service of the army would be quite impossible to send from England, but he would have some to begin with, and all the rest it would be his duty to provide from the resources found in the surrounding country. For this purpose he must provide himself with sawyers, wheelwrights, carpenters, and smiths, and a very large stock of nails and iron fittings required; with these he immediately sets to work. Hiring or pressing into his service whatever number of labourers, etc., he can obtain. He first gets wood wherever he can find it; unroofs houses, fells trees, or obtains the wrecks of boats, ships, etc., found on the coast; his sawyers reduce these into lengths, and his wheelrights and smiths convert them into sledges, carts, waggons, etc., keeping them always of a small rather than a large size, for whatever their dimensions, they are sure to be filled, and tax too much the strength of the draught animals. Other men he employs in making paniers and baskets of spray wood for the backs of mules, packhorses, etc., in sufficient numbers for the conveyance of food and provisions to every regiment, from the general stores. All the time

that these are being made he has his assistants out in pursuit of draught animals, carts, etc. They are to be fairly hired or purchased, if marauding and reprisals have not been ordered by the General Commanding in Chief; but if they cannot be obtained by fair means, they must be taken by force, and for this purpose, he despatches two strong parties; the one to sweep round a given district to the right hand, whilst another does the same to the left, and the two parties meeting at a central point, bring the animals to the camp, one party forming the rear guard to the drove. On arrival, the animals, such as beasts, sheep, etc., are given over to the Commissariat Department, after being counted. The draught animals are examined by the veterinary surgeons of regiments, under the "Veterinary General," who separate such as may be found diseased and useless, and the remainder are shod and set to work. Although the service requires that, failing in other means, these animals should be taken thus by force, yet they should be paid for unless marauding has been ordered; one or more head men of a town or village should be told to attend at a given day the head quarters of the army to receive the money for the whole, and give a receipt. Before their arrival, the average price of all draught animals and cattle is to be well ascertained by thorough inquiry of the farmers and native people. The animals and cattle retained are then paid for at the proper price, and the diseased and useless ones returned. These seizures are to be continued, and purchases made in more distant parts if necessary, until the wants of the army in this respect are fully provided for, and before the animals can be driven away into the interior; provided always that they can-

not be otherwise obtained. Stores of forage for the support of these draught animals must also be seized and paid for in the same manner if necessary. With a sufficient force for all purposes of land transport thus prepared, he has next to divide them, and to provide for their gradual replacement as they become worn out. He tells off under his own immediate command, the main portion of his force ; for the transport and land carriage of every thing required by the army. He attaches a portion to the Commissariat, to accompany that department in its searches for food, fuel, forage, etc., and another portion to the Medical department, with all the ambulance corps, mule conveyances, etc., for the sick. These detached portions of his force he inspects when they are at head quarters, and removes and changes such as require repairs, become worn out, etc. Mule drivers, etc., can frequently be hired, together with their animals, to accompany the camp ; and they should be civilly treated and punctually paid. The whole transport force, mule drivers, etc., should be kept as much as possible together and apart from soldiers of the army, and always ready and in a perfect state of efficiency. Without constant inspections and careful watching on his own part, and that of his assistants, his force will gradually fall away. Timely attention to the shoeing, to prevent lameness, to the stuffing of pads, cruppers, etc., to prevent sore backs, and to the feeding of his force, will be the best preventives against all accidents. The sobriety, order and honesty of all the men under his orders is a chief point requiring his attention, and this can be secured only by constant vigilance on his own part, and exacting the same from all the subordinate officers under him.

This department being charged with the entire transport service, from beginning to end, there is no break in the responsibility. The Admiralty may be called upon to inspect vessels for the transport service, or to make contracts with ship-owners, but they do so only as assistants to this department. Their duty should be confined to the examination of the vessels, to ascertain that they are fit for the employment of transports, to look to the fittings, provisioning, and accommodation, to see that all is good and sufficient, and superintend any alterations or arrangements necessary. They then give the ship up to the transport department which supplies a supercargo, who is to attend to the loading, stowage, and etc., as he only can know what things are to be conveyed, and where they are to be conveyed to. He is never to be absent during the whole time the ship is receiving cargo; he has a list of every thing that has been ordered to be conveyed by that transport vessel supplied to him from his own department before any cargo is put on board, and consults with the owners as to the best means of stowage, with strict references to the weight of the articles, their liability to damage, and the place they are each to be left at. Were this not to be arranged by the transport officer, many things destined for the first and nearest landing port would be at the bottom of the ship's hold, and uncomfortable when the vessel arrived there. On the other hand, were this stowage to be ordered by the officer, without consultation with the captain and owners, heavy articles, such as ordnance, mortars, etc., would be placed in the fore hold, instead of amidship. He should therefore place a list of the cargo before the captain, owners and mate of the vessel, with the place each is to be landed at, and

then the stowage can be arranged without confusion. Along with each separate part of the intended cargo, an officer or clerk of the department to which it belongs arrives, and remains in charge of it until he sees it put on board. With troops, an embarking officer from No. 2 department arrives and hands a correct state of all ranks to the transport officer who is to accompany the ship to her destination in the capacity of supercargo. If provisions in casks, cases, etc., arrive, an officer or clerk of No. 7 department gives a correct list of the contents of each case, with the distinguishing marks painted on the outside of each, by which its contents and destination may be known. These lists are all copied by the transport officer in his book, to accompany him with the ship to her destination, and the original lists he sends by post before the vessel's departure, to the head quarters of his department, reporting all right, or as the case may be. Should any medical or other officer or clerk arrive with cases of medicines, boots, clothing, or stores of any kind, he must before he allows them to be put on board, receive a correct list of their number, their contents and their place of destination; these he first inserts in his book for the voyage, and then orders a mark to be painted on each case, to distinguish its contents and destination, and in his book he inserts a similar mark opposite each,—thus, (* Shoes for Lisbon, 20 casks), (** Pistols for Gibraltar, 5 cases), (° Castor oil for Malta, 4 cases), (∞ Minié rifles for Malta, 50 cases), (*° Splints, bandages and lint for Scutari, 30 casks and 7 cases), (**° Quinine for Balaklava, 4 cases), (*°° Winter clothing, sheepskin coats for Balaklava, 100 casks and 20 cases), (**°° Long boots, 80 casks, Balaklava). With these marks in his book, he accompanies each offi-

cer or clerk who may be in charge of the articles, and directs them to see a similar mark painted on the outside of each package.

If any doubt exists as to the contents of any package, the officer or clerk who brought it must cause it to be opened, and its contents and destination ascertained, before it can be put on board, or taken charge of by the transport officer. From the foregoing, it will be evident what immense confusion must be the result of having no transport officer or supercargo to take charge of and accompany a cargo of miscellaneous goods intended for troops, and to be landed at different stations. It is also evident that so necessary is his presence during the whole time of putting the cargo aboard, that were he to absent himself but for a very short time, the seamen would be certain to put packages intended for Lisbon at the bottom, and those for Balaklava at the top, for they would know nothing about marks of crosses and circles. The Admiralty cannot be in a condition to perform this necessary duty; they can merely hire and examine as to the fitness and safety of a vessel, and when a cargo is on board, they can in time of war convoy her to her destination. Those are the duties of the Admiralty, and whatever others may be put upon it must be neglected. The transport officer, on the contrary, knows from his department every thing about the cargo, sees a mark put on every package to indicate its contents and destination, stows it in its proper place, that it can be got at; and on arrival within sight of the first landing port, he orders the cases to be got on deck, and in readiness, to hand over to the transport officer there stationed, who has already been warned by post of the probable time of arrival, the name of the vessel and the cases to be deli-

vered, and warned also to be in readiness with the means of transport to convey them to their final destination. No unnecessary delay is thus incurred, the things are landed in the right place and in the right time, and the ship passes on with the transport officer to the next port, where the same thing again takes place, until she at last arrives at the port of final destination. She is then either employed in the transport of the sick, to some fresh destination or back to England, or employed in fetching horses, stores, food, fuel, etc., from adjacent parts, or according to her contract.

This department, like every other, is wholly responsible for every thing connected with it, and if any part be neglected, it cannot justly shift the blame on to any other department. It may, for example, obtain from the Commissariat the whole or any part of its draught animals, or the whole or any part of the forage, etc., to feed them, and also from the "Engineer" or "Quarter-Master General's" Departments the sheds and stables to house its animals; but should it not obtain from them any of these things, the blame is with itself, not with them. The officer should have ascertained beforehand whether or no they could supply him, and then have supplied himself from wherever he could best get them. He like all heads of departments, has his own "*financial*" officer attached to his department, under whom all necessary disbursements can be made without further responsibility than to prove their unavoidable necessity for the public service.

12th, or THE COLONIAL MILITARY DEPARTMENT.

*Colonial General**Assistants do. (as many as the service requires).*

All permanent military stations abroad are included in this department. Each station has its own military corps, which is to be clothed and armed entirely with a view to the climate and the service required of it. For this purpose the uniform in each should be assimilated more than is now done to the dresses of the native inhabitants, in the same manner as the French have done in Algiers. Where Royal Colonial regiments are stationed with native regiments as in India, the difference in their dress should be chiefly in the colour, and not in the fashion or materials. No greater mistake can exist than to move regiments from one foreign place or station where they have become acclimated, to another station of a different climate; the loss of life and the delay before they become efficient; together with the enormous expense of transport make up a series of evils, which can be easily avoided, greater efficiency obtained, and loss of life and of expense prevented, by forming a "*colonial*" army, to take the duties of all permanent military stations abroad.

For this purpose, the first thing to begin with is, as soon as possible, to take into the Queen's service the European regiments of the East India Company, and add to these all the other English regiments abroad in per-

manent foreign stations, making the whole into one "*colonial army*," to be constantly kept up in the same manner as the "*active army*" at home, and from the same source, namely, the "*army of reserve*." Native regiments in any colony can remain as at present, without alteration, but they should as soon as possible be clothed and armed in a manner more suitable to the climate and more conformable to the uniforms adopted by the troops of native princes, who, for the most part, dress more sensibly as regards climate than Europeans. Much good will result from observing what the French have done in this respect in Algiers. Arming native or even "*Royal colonial*" regiments with heavy cumbrous weapons is another great fault. This has been defended frequently by men opposed to all improvements on the ground of some supposed advantage to be derived from falling in with some of the enemy's ammunition. The large heavy European weapon having under such a contingency this advantage, that with a musket of large bore we could use the ammunition so obtained. To weigh down a whole army at all times and places in peace and war, on the march, on guard and every kind of armed duty, with a ponderous musket above the man's strength, for such a contingency requires no comment; and such reasoners forget, that to be of use, the said ammunition should fall into our hands when we are run out, for we should not be likely to put our own away, to use theirs. Rifles also are now coming into use, and the captured ammunition would be of little use, if it did not fit the bore. There is therefore no longer any good reason for arming our regiments abroad, with large bored rifles. If there were no other evils attending it, there is this one,

that having a greater ball they require a greater charge of powder to propel it; which necessarily makes a greater recoil; and this, after the first few discharges, spoils the aim. It produces a nervous jerk at the moment of pulling the trigger, even with the best shots.

The soldiers of the regiments now stationed in the colonies and other dependencies of the Crown would have the option of a free passage home, each man at the end of six years' service, or a free passage to any colony as an emigrant. The keeping up a constant supply of officers and soldiers to the "*colonial*" army, would be on the same principle precisely as that of the army at home, and require no extra staff, and would as easily be effected. Thus, for example, the officer commanding at the Madras Presidency in India, on the 1st January, sends to the Colonial General's Department in London a return, showing the then existing vacancies in the troops under his command; the number whose period of 6 years' service will expire by that day twelve-month; and the yearly average of the last three years of deaths over volunteers, for further service. Supposing these together to amount in all to 800 vacancies, the Colonial General, under the order of the Commander-in-Chief, sends to the "army of reserve," for that number to be prepared and marched to a port of embarkation, by the 1st June. He takes the necessary measures to acquaint the other departments, in the same building, who immediately, each in his own department, takes the steps that are necessary; all being watched over and expedited by the Colonial General in whose department the matter began, and who therefore is responsible for its completion, these men march to the place of embarkation in their undress and retaining such of

their personal kits, as will be useful on the voyage and also suitable to the climate to which they are proceeding. A small sea kit is supplied each man free, by the government. No greater trouble occurs in filling up these vacancies than occurs with a regiment at home or in the Mediterranean. Each department being in the same building, can at once communicate with all the others, without losing valuable time in corresponding backward and forward. The Department of Finance sees that all bounty and money matters are provided and arranged with the paymasters or other finance official in charge of each portion of the 800 men. The Transport Department makes the contract for ships, with the aid of the Admiralty, and sees them victualled, fitted and stored, or obtains when necessary the assistance of the naval authorities; the "Equipment General" provides their sea kits, and previously takes into his clothing stores the helmets and dress uniforms of the detachment embarking, which he either reissues to other soldiers, such as deserters rejoining, etc., or directs to be sold. The whole of the uniforms for home service being after one model, with only the number of the regiment to change on the front coat collar and helmet, their uniforms are available for reissue to all soldiers who from any cause join a regiment between the periods of one issue and another. The embarkation being effected, the "*Colonial*" General forwards a muster roll to the commanding officers of the port of disembarkation in India, directing him to provide the uniforms of the climate, and other necessities for the clothing and arming of the men on their arrival, and to make the proper arrangements for their muster, provisions and quarters. The detachment will reach before the month

of December the place of disembarkation, and every thing being arranged beforehand, will be clothed, armed and fit to take the field in a week. From all other military stations abroad the same returns of vacancies are sent, and the same arrangements made, with this difference that each colony dates its return at such a time that the reinforcement shall arrive, in the healthiest period of the year for new arrivals.

REMARKS ON DEPARTMENTS.

The foregoing division of duties will insure to the military administration of the country that efficiency in every branch, which is now altogether wanting. Squabbles between departments arising from divided authority are now one great source of our failure in military affairs. Each is intent on upholding its own dignity, and vindicating its own authority; every suggestion coming from one part of the military management to another is treated as a dictation, and so they go on opposing, quarrelling and snubbing each other, whilst all the time the business of the nation lies neglected. This can be stopped at once when the whole are in one building, under one management. And the rule should never be departed from, that the department in which any duty begins, has charge of it and is responsible for seeing it, through all the others, from its beginning to its end; to watch over it, and to see that it be not stopped in its progress by the oversight or negligence of any other department. Such a system may take some time to establish, but it should be begun at once. A building to hold the War Administration, may be commenced like the Crystal Palace, of iron and glass, somewhere in the Green Park, until a permanent building of stone could be built. A glass and iron house, large enough and well warmed and ventilated, could be put up in a few weeks. In appointing the heads of departments, care should be taken that the officers are men of business. To put idle men, club men, sportsmen, card men, to posts of such importance, merely because they have

some interest, or have served many years, is to beggar these offices. Reward such men if they deserve it, in some other way; but do not cripple the service.

Let the rule begin at once and continue that official military life ceases at 65 years of age. The remainder of a man's life after that should be his own, not his country's.

In the foregoing division of departments, the heads of each are styled the general of it, and his juniors, assistant generals. Of course, it matters very little what they are called, provided the duties of each department are kept thoroughly distinct and confided to one officer and his assistants, in order to insure complete responsibility. But we would nevertheless recommend that each head of a department should have the one uniform title we have placed at the beginning of each, for it is of more importance than it may at first appear, to have a perfect uniformity throughout the whole. Were any difference to be made, those departments would soon fall into a kind of disrepute, with the rest, which would in some degree prevent the duties of them from being properly performed. Each requires the support and assistance of all the others, for all are intimately connected, and such assistance would not be so cheerfully given, when needed, to an inferior department as to one on an equality with the rest. Besides, were any department to be placed on a lower level by giving its head a different title, it would tend to produce another evil. The Equipment department, for example, would become a "Moses" or "Nichol and Co.," the Transport Department "Chaplain and Horne," and "Pickford," and jobbery would ultimately be the result of all that. It would therefore be found advisable to raise each department to the same level, with the same title. All have

duties which are equally important, always excepting the two departments of "*Government*" and "*Superintendence*," which are of course presided over by superior authority.

Although the foregoing may appear to have too great a number of generals for carrying on the administration of the army, yet it must be borne in mind, that already the army is paying a great many generals for doing nothing at all, and that recently a great many of them had the clothing of regiments. None of these sources for the rewarding of generals will now be available, and therefore some departmental duties will be necessary in order that the Commander-in-Chief may be able to find employment and pay for general officers under 65 years of age.

The preceding remarks under each department are intended to show only the general classification that is necessary, in order to secure efficiency in them. They are sufficiently explicit to enable any officer to judge what department every duty belongs to. From the want of this classification, the utmost confusion prevails, both in England and abroad, and no one now knows whose duty it is to do this or that. The Quarter-Master General in the East gets half the work and all the blame of two or three departments, and the "*engineers*" think they have nothing to do with any thing but the trenches. Wherever there is a carpenter, a mason, or a navvy at work, there is the duty of the Engineer Department. Their corps of "*Sappers and Miners*" should lead the way, like foremen, in the execution of every work, and if not strong enough, should be augmented. But the "*Engineer*" Department must at all times procure its chief working strength from working parties of soldiers and labourers. In like manner, the same confusion and

misapplication of means to the end, exists in the department of the Adjutant General, and the Commander-in-Chief in the Crimea. Those responsible officers are represented as sitting up three parts of the night making out returns, writing letters, reports, etc., as if war were to be carried on by pens and ink, and by turning the generals into scribes. If there were a War Administration Building, such as is herein described, a dozen clerks thoroughly educated and trained in all the duties of each department, could be sent to each general, to do all the writing of it, and leave them to look more closely after their field duties, which surely are enough to fully employ their time without making clerks of them.

WAR ADMINISTRATION BUILDING.

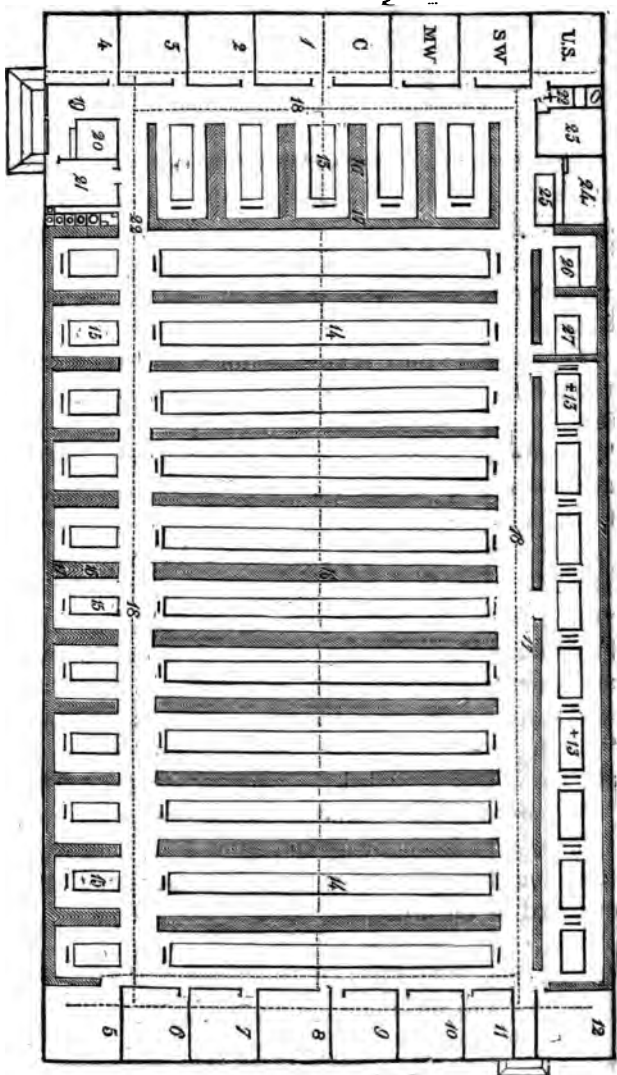
No organization of military departments will be attended with satisfactory results, until they are got, not only all in one building, but into one room. Ask any merchant or banker whether he could supervise his establishment as well, if it were divided into many different parts, removed to different towns, or even in many different rooms of one building. Thorough supervision is as necessary with clerks as with any other men, and that can never be obtained, when they are boxed and shut up in different rooms. No doubt, under a system which permits a chief officer of a department to lounge all his mornings away in his club, the chief clerk having become the real head of it, considers himself entitled to a private sitting room and various other luxuries, but that is not the way to get work done. In the accompanying plan, there are no such snug places provided. But each chief clerk of a department has nevertheless a separate space enclosed on three sides for himself and his principal clerks, and he may be allowed to carpet it and enclose the fourth side by a drawing curtain, if his dignity requires it, although we by no means recommend it. Allowing in many cases more, and in none less than four feet for each clerk, the accompanying plan would hold about 914 financial and other clerks. The building may of course be either much smaller, or much larger, according to the proved requirements of the service. But we would strongly recommend to make it much larger than is at present supposed to be necessary. Experience will develop more and more the necessity of having many things that are now scattered, brought under one roof, and in the mean time an inside partition

of oak pannelling can be run up to the roof, so as to divide a large room into two, and be removed when the necessity arises. The plan is intended for a building built upon vaulted fire-proof cellars or long arches, to contain records and military books not in constant use, and also the military treasure, etc. A ground floor above to contain, in one large room, all military models and sealed patterns of every kind now in use, as guides to contractors, tradesmen, and the chiefs of departments. Above that, is the room described in the plan, which is the same in exterior dimensions as the model room beneath it. Both these rooms may be of iron and glass; certainly the top room should be lighted from the roof, and be of ridge and furrow glass. The pillars for supporting the roof are not shown in the plan. They should be no heavier than necessary and in straight rows. The whole building is a correct multiple of six. The space from the centre of one table or desk to the next on each side being 24 feet, and the rooms at the ends are each also 24 feet square. No. 19 in the plan shows the entrance hall, if the building be on the ground floor, and the plan would then represent a temporary building of iron and glass like the Crystal Palace. The same No. would also represent the staircase and entrance hall or vestibule, if the building were a storied one of stone, with an iron and glass ridge and furrow roof, having the model room on the ground floor, with fire proof vaults beneath it. Dotted lines show the course of hot water pipes, these in the case of an upper room should be cast flattened, so as to rest on sleepers about an inch above the floor; a plate of iron running beneath them, and a strong iron wire trellis to cover them. There are no open fire-places nor chimneys required, and the boiler furnace is at a distance from the building.

As regards the size of the building, it is necessary, in order to judge correctly, to consider that all the departments, now scattered about without any arrangement, are in great part unprovided with young men in course of training, and that is one great cause of their inefficiency. Take for example the fact of the Commissariat as proved before the Crimean Inquiry Committee. Young inexperienced men, sons of bishops, etc., were sent to the cavalry division under Lord Lucan, to be commissaries and to perform all the duties of providing the cavalry with every thing. Of course they failed, and the cavalry, both the men and horses, suffered lamentably. How could it be otherwise? Why, a single one of such failures, and all the other departments are the same, costs the country more in one month than would pay for the whole building herein described. Much therefore will ultimately be saved, by making the building large, so as to contain a sufficient number of young men under training in each department. By the system laid down in this work, those young men who failed in the Commissariat Department in the East, would have been subjected to a long course of official training in the Commissariat Department of the War Administration building. Then, when perfect, would be sent to the military districts and field camps in England, from thence to the colonies, and would then return whilst still young, perfected in all the useful knowledge required by the department; so on with every other part of the War Administration. But to insure this, and to save the country from the ruinous expense of all these failures, the building should be large, and commenced at once. There is land enough in the Green Park for such a permanent building with the public entrance from Piccadilly, and a private one from St. James's Park.

REFERENCE TO PLAN :

Nos	L.	B.	
	Feet.	Feet.	
U.S.	24	24	Under Secretary of War. Private Room or Office.
S.W.	»	»	Secretary of War. d°
M.W.	»	»	Minister of War. d°
C.	»	»	Commander-in-Chief. d°
1	»	»	Chief of the Staff, and Assistants. d°
2	»	»	Adjutant General and his Assistants. d°
3 up to 12	»	»	The Private Office or Room of each Chief of a Department and his Assistants.
13	26	5	Five desks, for general finance. If required will hold 65 clerks.
13*	16	5	Five desks, for department finance. If required will hold 10 each.
14	166	5	Eleven desks for the departments. If required will hold 60 each.
15	16	5	Eleven desks for the Chief Clerk and his Senior Clerks in each Department. There are no book shelves in front of these, that each Chief Clerk may see the whole length of his department. If required, each will hold 9 senior clerks.
16	...	5	Double and single book shelves and drawers. Each Clerk has his
17	...	2½	books close behind him. The lower these are kept the better. } double. single.
18	...	12	Paths hot-water pipes beneath. The chimney at a distance.
19	24	24	Entrance hall, and seats for Messengers in waiting.
20	14	14	Sleeping Room for Concierge or Hall porter.
21	24	15	Reception, or Waiting Room for Strangers.
22	24	9	Wash-hand stands, and Water closets.
22	Water closet on the other side.
23	24	18	House Steward's Room.
24	24	15	Servants' Room or Guards of the building at night.
25	20	4	Counter for Refreshments of Tea, Coffee, Lemonade, &c.
26	24	24	Telegraph (electric) Office.
27	24	24	Lithographic Press.
			The..... dotted lines show the course of hot water pipes.



WAR ADMINISTRATION.
360 feet by 193 feet.—Multiples of six.—

ORDER OF MERIT.

The medal may be circular, or in form of a star; the same form for all. Diameter, 30 millimetres, worn on the right breast, suspended by a pink ribbon.

The inauguration of the Order might commence with a grand investiture by the Queen, or by the Commander-in-Chief deputed by Her Majesty.

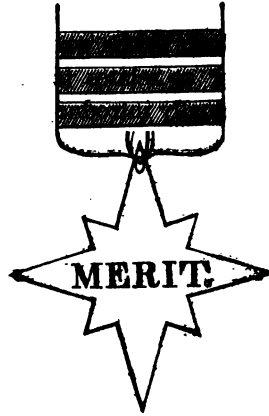
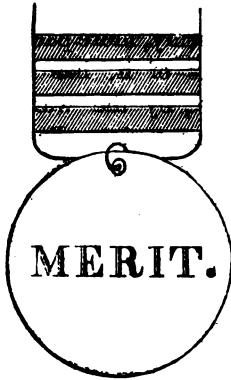
Pensions in future should be for wounds and injuries received in and by the service. All *rewards* to be bestowed in the Order of Merit, and during service or at its close. The Order to supply the place of all brevets; and ranks and promotions in the army without duties attached to them, to gradually cease.

Officers now receiving allowances for clothing of regiments, for off-reckonings, pay, etc., from £700 a year downwards, and in any objectionable manner, to be permitted to exchange it for the Order of Merit, and any difference in pay made up to them.

The Order may retain the name above, so as to include "*Merit*" wherever found. But if limited to the army and navy, may be called the "Military Order of Merit."

No fees of any kind allowed to be given or received.

Every rank in the army and navy, from field marshal to soldier, from admiral to seaman, to be, if meritorious, qualified for the order.



Per an.		
GRAND CROSS.	1st. class	£680
(3 GOLD CLASPS)	2d. " rising by 45.	635
—	3d. "	590
KNIGHT CROSS	1st. class	545
(2 GOLD CLASPS)	2d. " rising by 40.	505
—	3d. "	465
CROSS	1st. class	425
(1 GOLD CLASP)	2d. " rising by 35.	390
—	3d. "	355
1st Division.		
Gold		
Medal & clasps.		
GRAND KNIGHT	1st. class	320
(3 SILVER CLASPS)	2d. " rising by 30.	290
—	3d. "	260
KNIGHT COMMANDER.	1st. class	230
(2 SILVER CLASPS)	2d. " rising by 25.	205
—	3d. "	180
KNIGHT	1st. class	155
(1 SILVER CLASP)	2d. " rising by 20.	135
—	3d. "	115
2d. Division.		
Silver		
Medal & clasps.		
COMMANDER	1st. class	95
(3 BRONZE CLASPS)	2d. " rising by 15.	80
—	3d. "	65
MASTER	1st. class	50
(2 BRONZE CLASPS)	2d. " rising by 10.	40
—	3d. "	30
COMPANION	1st. class	20
(1 BRONZE CLASP)	2d. " rising by 5.	15
—	3d. "	10
2d. Division.		
Bronze		
Medal & clasps.		

Much that is wrong in the British army, more particularly as relates to the higher ranks of it, has been gradually introduced into the service, by the want of some means to reward long and gallant service. Brevets are intended in some measure to compensate for this want, and making generals colonels of regiments is another make-shift, and a very bad one. What choice can be exercised in such a swamping of all merit, zeal, and gallantry as a brevet? Who that is promoted in that wholesale fashion, ever considers it a reward for any thing he has ever done? Whose military zeal is stimulated by a brevet? Eating your way to the law is nothing to it. So, in like manner generals were appointed to get so much money from soldiers' clothes. Generals and other officers cannot be to blame in accepting these things, nor for going about begging at levées, and making interest to obtain them; our vicious military system has compelled them to it. What else have you held out to them?

The time has come when every officer feels that there is a something wanting in our service; that any reward for his zeal and talent, an officer is now obliged to stoop to something mean in order to get it. Wherever there is a nation with a permanent army, it has been found that the highest military talent is brought forth by some kind of outward decoration. This may be, and probably is, a weakness of man's nature; but it exists. It may also be better for a nation to keep no permanent army; but we have one. We must therefore treat these things as existing facts, so long as they last. When you have no permanent army, and men have no weakness, then you can dispense with a Military Order of Merit without injustice to any one. You supply its place even

now, but it is with dirt. An honourable man may ask for military employment, but not for alms. We would ennoble, not degrade the profession.

The "*Military Order of Merit*" should be the reward of military service. Naval service is of course the same, and the relative ranks can be easily regulated in each service. The Order can also without difficulty be extended so as to include "*civilians*;" in which case "*Order of Merit*" would be its fitting title, and the "*Military*" Order of Merit would be simply a branch of it.

All rewards and distinctions in the "*Military Order of Merit*" to be bestowed during service or at its termination. It is productive of evil consequences to the army, to continue going on promoting to military ranks and rewards, for years after the military career has ceased. Whatever a military man has done, is known before he leaves, and much better than it ever can be afterwards. You should let him therefore have his rewards when he deserves them, and whilst he is young enough to prize and enjoy them, not keep them back until they become of no earthly use to him, niggardly hoping he may die or fall off before he gets them. Either he does deserve rewards or he does not; if he does, he is entitled to them when he leaves the service or before. If he does not deserve reward, your bestowing it upon him is corrupt and produces evil in the service instead of good.

A member, when appointed to the "*Order of Merit*," does not change his rank in it, by any change in his military rank. Thus for example a captain may be appointed a commander of the 3d class in the "*Order of Merit*," and do nothing more to entitle him to any after promotion in the "*Order*;" he may, by successive steps

in the army, become lieut.-colonel, colonel, general, etc., but in the "*Order of Merit*" he still remains as at first appointed, a commander. On the other hand, a non-commissioned officer, having no education sufficient to fit him for the important duties of an officer in the army, may, by his successive acts, of bravery, good conduct or other merit, rise through all the grades of the "*Order of Merit*," to which no duties requiring education belong. Such is not likely to be the case, but there is no rule in the Order to prevent it. The pay attached to each grade and rank will enable the Commander-in-Chief to recommend, or if authorised by Her Majesty, to grant rewards to every branch of the service, to generals as well as to soldiers, and in an honourable manner, more likely to elevate the minds of those who receive them than the present system of wholesale brevets and pensions, and without doing injury to the service; as it will afford the means of rewarding good and gallant service performed by men whose want of natural capacity or of education unfit them for promotion as officers.

The "*Order of Merit*" and the pay attached to it is *forfeited* by the conviction of any dishonourable offence, and the convicting magistrate or judge is bound to send to the Commander-in-Chief notice of any such conviction of members of the "*Order*."

"*Forfeiture*" is also pronounced by a commission of three members appointed when necessary from the first division of the order, by the Commander-in-Chief. These inquire into any matter submitted to them, relative to the "*Order*," by the Commander-in-Chief, and pronounce judgment, which is final and binding upon all who become members of it.

Members appointed to the "*Order*" for the first time,

if in active service, are to be publicly decorated at the head of the troops, and by the hand of the senior of the station.

The increased pay of all members is to be paid with the regimental pay, and to appear in the paymaster's accounts.

No fees of any kind allowed to be given or received.

The "Order" to be bestowed in the service, or immediately at the termination of service, whilst the character and conduct of the party is fresh in the recollection of the Commander-in-Chief, and when it will be received as a reward, not as a pension. It then continues with its pay for life, unless forfeited by dishonourable conduct, as before stated.

No injury should be done to present recipients of allowances of money for clothing, and other objectional payments to military men. But they should cease gradually with the lives of present holders. The "Order of Merit" will ultimately therefore cost the country nothing, and it will supersede all objectionable payments of a money nature.

We see no objection to Her Majesty appointing "*honorary*" members of the "Order" without pay.

All promotions in the army should be accompanied with duties; no "*unattached*," no "*brevet*" promotions should take place after the establishment of the "Order of Merit." They are both most vicious systems, and destructive to the welfare of our army. They are fruitful in every kind of favouritism, patronage, etc.; they accumulate more officers in the upper ranks than the service has need of or can provide for; and officers so promoted must necessarily be ignorant of the duties of the rank they obtain by it. "*Unattached*" and "*brevets*"

were invented to infuse young blood into the higher ranks ; they never have produced that result, and never can. There is but one way to attain that end, and that way is pointed out in this work in many places. Provide for, and remove at a proper age veteran officers, not only from regiments, but from every military command or office. To put old officers in command of forts, castles, and such like places, until they die in them, is but choking up the promotion of the whole army. Those places are due to the officers of the army, and to which regimental officers should in turn be appointed, and thus make vacancies in regiments. A complete list of all such commands should be kept by the Commander-in-Chief, and they should be brought into the general promotions of the army.

SEPARATE FORCES OF THE BRITISH ARMY.

(Not more than twelve different uniforms.)

1st,	Royal Cent or Household Guard,	
2d	„	Royal Guard. { Artillery of the Guard. Cavalry of the Guard. Infantry of the Guard.
3d	„	*Artillery. { Horse. Foot.
4th	„	*Engineers.
5th	„	Heavy Cavalry.
6th	„	Light Cavalry. { Light Dragoons. Hussars. Lancers.
7th	„	*Marines.
8th	„	Foot Chasseurs.
9th	„	Highlanders.
10th	„	Line.

The corps marked with a star are not more “*Royal*” than others. Such words, and also King’s Own, Queen’s Own, Duke of Wellington’s Own (although dead), become in course of time obsolete and worn out, and should be left out of the Army List. “*Rifles*, where all are rifles; Grenadiers when no longer in use; Fusileers, when there are none, are similar names which have lost their meaning, and keeping them is like keeping the empty shell after the kernel is gone.

The entire military force requires renumbering, and blanks filling up. The present mode of numbering is

faulty; each arm should begin with No. 1, in order that any arm may be reduced, or augmented without deranging the rest, which could not now be easily done. There is no difference in fact between Heavy Dragoons and Dragoon Guards, and therefore none should be in name.

As the cavalry branch of the service is at present very disproportionate in point of numbers to the requirements of the service, they should be augmented into 12 regiments of heavy cavalry, and 18 of light cavalry, making 4 heavy brigades and 6 light brigades, of 3 regiments each. These would be numbered from 1 to 12 for the heavy brigades, and from 1 to 18 for the light, the first six regiments of the latter being Light Dragoons, the next six Hussars, the third six Lancers.

The marines should be numbered and divided as at present, but the 2d lieutenants should be gradually superseded by ensigns. The rank of adjutant-major is a necessary rank for their divisions, and for every regiment in the service, and that rank should be gradually introduced, as well as 2d lieut.-colonels, to assimilate them to the rest of the army.

The Foot Chasseurs of the army may be formed out of the present "Rifles," and 60th regiments, and should be regimented and numbered from one to the end; the "Highlanders" in the same manner, and also the "Line," each beginning at No. 1, so that like the cavalry branches, either might be increased or reduced without derangement of the rest.

The Royal Cent or "Household Guard" has been spoken of elsewhere in this book, and the "Royal Guard" also, and the best means pointed out for rendering them more efficient and available for the wants of the country.

Every part of the same division in the foregoing list to be armed and clothed alike, the difference between any one regiment and another of the same division being the number only, which is to be a conspicuous object in the front of the head dress, fixed on with two studs and nuts, and the same number in coloured cloth sewed on to the front part of the collar. Thus, if the collar of the coat be red, that of the be "*blue*" for *army*," and some other, *serve*." Chan-



facing would the "*active*" "*white*," or for the "*re-*

ges from the one to the other of those armies would be attended with no confusion as to clothing, and there would be a marked improvement in the appearance of an army so clothed. Any man or number of men being ordered to march from the "*reserve*" to join the "*active*" at any time, would on the arrival be ready clothed for the new regiment, and only have to get the old number removed, and the new one put into its place. Regiments would have no longer any occasion to keep up a store of uniforms for vacancies in their numbers, and an immense saving in the weight of baggage be thereby effected on the march, etc.

DISTRICT SYSTEM.

MILITARY DISTRICTS OF THE UNITED KINGDOM.

Military districts should be made bona-fide military commands, not as now where the general of the district rarely if ever can assemble or see the men stationed in it, and where all the duties confided to him could as easily be performed by an orderly room clerk; under the present system, the General of a district is a mere cypher, is rarely seen in uniform, never gets his command together, to manœuvre or encamp it; and having nothing whatever to employ his time about, takes a country house and grows hot-house grapes for market, or some other equally military employment. Under such a system a General, however he may be gifted with natural ability, cannot acquire any knowledge of a General's duties; he may thus serve many years as a General, get high up in the list of his rank, and if a war breaks out be appointed to command a division of the army in the field, or become a staff General, without the slightest experience of his duties, in fact be utterly ignorant of every one of them. If he be not too old to learn, and of a kindly temper and inquiring disposition, he may pick up in the progress of the war but at the expense of thousands of lives (as recently seen at Sevastopol), some portion of his duties, but these are rare qualities, and most probably the General's own errors, blunders, and misconceptions, will so

shake his confidence in himself, as to make him irritable with every one about him, and obscure what little judgment he naturally possesses. He blames officers, where no blame is due, and is alike unable to trace a fault up to its true author, or to discern real working merit from galloping noisy zeal. His censure or his praise, his recommendations for promotion, are all alike indiscriminate and partial; rank and rewards so bestowed stimulate no zeal, and produce no feeling of emulation, in those officers who serve under such a General's command; on the contrary, every regimental officer feels that his recommendations are blind and unjust : all which produce their natural results of discontent, disappointment and disgust as certainly as effect follows cause. Nor can the smallest blame be justly pronounced against such incapable Generals, whatever may be the melancholy results of their want of experience, for what opportunity have they ever had of acquiring a knowledge of a General's duties? Their natural talent and capacity may be of the highest order, and under a better system, they might have shown forth a pattern and example for others to endeavour to imitate. But what avails natural talent, without opportunity to apply it. A General's duties cannot come to him by intuition; they are not innate in man's nature, but must be learnt by practice; what then happens if you will make a man a General, but will not afford him the means to become one in any thing but the name? Why, the loss of hundreds, perhaps thousands of lives, and misery and calamities without end. As well might you expect to produce a horseman, by never letting him mount or see a horse, as a General under such a system. The system requires a change that will

make a general's district a complete command, where, in the exercising of the troops, he may learn his own duties; he should have his station at the head quarters of his military district, rather inclining towards the London side of it, that all letters may be proceeding on their way in coming to him; he should assemble the whole of his district once or twice a month throughout the year, for manœuvre and instruction, and twice every year he should encamp them for a fortnight or more under his own command, unless there be a general camp for the Commander-in-Chief and the whole army ordered to be formed. In which latter case, he should proceed to that general camp, at the head of the troops of his district. This zeal and this kind of exertion is not to be expected, and certainly if expected never will be got from Generals, who exceed 60 years of age, as an average. But, by the system herein recommended, an officer will be a general at about 40 or 45, and able to perform all his duties without difficulty. After 20 more years' service as a General, there will be few things worth his waiting longer for, and the Military Order of Merit will still remain to him on retirement, to which he may look to satisfy any remaining ambition he may have left. Men by remaining in "*active*" employment after 60, do great mischief, in stopping the whole stream of promotion throughout the army; but in some particular case, where it may be advisable to continue an officer in active employment after 60 years of age, the order of Her Majesty would always be available.

A General's district, to be a real command, should be kept as complete in its staff as will insure its perfect discipline, thus.

General of Division or District.

Of the General Staff	{	Deputy Adjutant General.	}	Whenen camped
		Deputy Quarter - Master		
		General.		
		Deputy Commissary General.		

A Brigadier General may replace either.	{	Lieutenant General, Right wing.	}	Major General, Left wing.

The General has two aides-de-camp, the others one each ; a brigade major will also be necessary under the order of the deputy adjutant general, when the division is large enough to give him duties to perform. The three officers below the general should be taken from the *general staff*, and if at any time a regimental officer should be wanted to fill them, he should be a holder of a 1st class staff certificate, and be removed to the *general staff*, where his promotion should in future go on, and the vacancy left in his former regiment be filled up. The Generals in charge of the two wings should each reside with his own command, and assemble it for exercise at least once a-week during summer and twice a-month in winter. He should always be present at the monthly muster and be identified with his brigade, at all times, watching over the performance of every important regimental duty. All the counties in England and Scotland should be so arranged that all of them may have a General to report to, and none of them should report to the departments in London ; even London itself should be in a district and under a district General. The 12 military departments in London have quite sufficient duty to do, if each department General keeps it in a constant state of efficiency, and even if they had not sufficient duty to employ them, it would be

better to place two departments under one head, than to take from the generals of districts their commands and afford them no opportunity of learning their duties. The counties in England which would have to be formed into military districts are the following, and as those in Ireland are in general much too large; a reforming of the whole of the counties of the United Kingdom into twenty military districts would be advisable, arranging them in such a manner that the brigadier generals reside with their brigades, and report to the General, and the latter to reside in such place that the military correspondence to and from his district through him may have as few backward routes as possible. For this purpose the head quarters of a military district should generally be towards the London side of it.

Bedford,	Essex,	Kent,	Suffolk,
Berks,	Gloucester,	Lincoln,	Surrey,
Bristol,	Hereford,	Middlesex,	Sussex,
Buckingham,	Hertford,	Norfolk,	North Wales(except
Cambridge,	Huntingdon,	Oxford,	the counties of Den-
			bigh and Flint.)

If for the sake of computation we take any round numbers for the strength of our three armies, it will be easily seen what the average strength of a district would be, thus,

	Effectives.
"Active" Army, in peace.	60,000
"Colonial" Army, do. (Including H. E. I. Cr.)	200,000
"Reserve", 1-6th.	43,333

There would thus be 103,333 for the "active" and "reserve" armies, which, if divided into twenty military districts, give an average of 5,000 to each. This would make two good wings, each having a brigadier or other junior general to command it, and a General over the

whole 5,000, and thus afford to Generals of the English army that practice in time of peace, which is so necessary at the first commencement of war, and which our present system fails to supply them. The above numbers are not intended to be an estimate of the three armies into which it is proposed to divide the forces of the Kingdom. Experience will be a much better guide as to the numbers required; but if these suggestions were acted upon it would be possible to reduce considerably the number of our colonial forces; that is to say, the army of England and of the H. E. I. C. employed in the colonies might when joined into one colonial army be reduced in the total number. All soldiers in the above three armies would under the system herein suggested be young and effective men; the numbers would be sufficient to manœuvre and afford both district generals and troops the necessary opportunity of acquiring a thorough knowledge of their profession as well in winter as in summer campaigns; and this would be better for both; Generals, who for the most part would be under 45, would infinitely prefer living with their commands and learning their duties than loitering about the clubs in London, and any one of them who might prefer the latter amusement would soon discover that he had mistaken his profession. When the cold shade of purchase and sale of military rank is removed from the British army, which now like a wet blanket damps and chills the zeal of every one, there will be very few military drones or butterflies who will be able or willing to enter the army, and a system so well supervised would be a check to all idlers. They would have to become workers either with their will or against it.

By the above rearrangement of districts, and by making each of them complete and a real military command, a succession of young generals would be constantly flowing upwards from the junior ranks, each retiring at the age of 60, after he had had his fair turn, and giving place to his younger brothers who would each have a good opportunity of gaining some part of that experience so essential at the very commencement of a war, and the want of which has hitherto been so disastrous to the British army and nation. The various forts, castles and garrisons upon the seaboard would make good head quarters for military districts, and may be easily converted to that use.

The Tower of London, Dover, Walmer, and nearly every other garrison or fort in the United Kingdom should either be the head quarters of a military district or be included in one, and any additions to them which may be requisite should be made. If not the head quarters of a district, they should be, if possible, that of one of its wings or brigades, and the place of residence of the lieutenant general, major general, or brigadier general of the district. By making these places separate commands, with Governors etc., they become the sleeping cabins for invalids and fall to decay. By making them part of a district, they would afford excellent opportunities to young Generals for acquiring a knowledge of the defence and attack of fortified places, afford ready means for assembling the troops of the division for manœuvre, and the buildings themselves would be constantly under the eye of officers to prevent their going to ruin. If all of these places were turned to account, fewer new military stations need to be built, in the creation of the 8 new

military districts of the 20 into which it is proposed to divide the Kingdom. They would also be occupied by the troops of the district, and no separate corps of officers and men required to take charge of them. They would thus always be garrisoned, provisioned and supplied with men and material for their immediate defence; all of which is utterly neglected, and the buildings are now fit for nothing but to form models for artists' sketch-books, and add to the army estimates. Turn them to account and make them earn their cost.

REGIMENTAL SYSTEM.

The regimental system of the British army is far more perfect than any other part of it, and what improvement it requires is easily effected.

Regimental married officers, however high their rank, are better living out of barracks with the lodging money of their gradé; it is also better for the service and it should be ordered so. Regimental officers should be one entire whole, not consist as at present of one part whose rank and position never advances, and of another part whose promotion goes forward. A marked division is thus introduced, which leads to evil consequences. The harmony of the whole is more or less destroyed by it. In some regiments, this want of harmony shows itself in disputes and cabals against the senior officer; in others it becomes more extended and takes the form of troop and company officers, against staff officers. This division is also much widened by promoting from the ranks deserving, but *uneducated* men, to be staff officers direct and at once; by which mistake the most important duties of a regiment are confided to the least important men; a complete contradiction. All this has a tendency to breed bad feeling, and do injury to the service. In some regiments little of it is met with. The senior officer may be of a kindly nature, and that reacts on the rest, and allays animosities and bitterness, but in other regiments those feelings largely prevail and have to be kept down by the strong hand. The colonel and all the officers of a regiment should re-

side with it, and the most important duties be confided to the most important ranks. After the field officers, the duties which most affect the well-being of a regiment and consequently the most important, are those of the adjutant, the quarter-master, the surgeon, the paymaster, and to these may be added in cavalry regiments the riding master and veterinary surgeon ; the officers who fill these regimental staff appointments stand in the same position in point of importance regimentally as the "*general staff*" in regard to the army, and in order that they may be properly performed, should be entrusted to officers whose senior rank and station carries respect with it ; such cannot be the case when they are confided to men only just risen from the ranks, and who for the most part have never received the education necessary to fit them properly for them. In an army where no education was looked for in officers, as prevailed with ours not long back, and still prevails in some degree, the want of education was no drawback, but if the British army is ever to recover from its present state, it must wholly abolish the purchase and sale of military rank, and place a candidate's fitness for a commission chiefly upon military education. When that is done, deserving but uneducated soldiers will no more expect commissions than uneducated gentlemen ; all such soldiers will have to be rewarded and promoted in a Military Order of Merit where courage and good conduct may obtain the reward of courage and good conduct ; and not the reward due only to courage and good conduct when joined with education. An officer entirely without education, and often coarse in manner, in an army of educated men, would be placed in a false position, uneasy to himself, and to those about him,

In our present state, this may be tolerated, until a better order of things can be established; after which, all men will have to show by the certificate they have obtained, that they are *fit* for the position and duties they aspire to fill. Then one third of all regimental commissions should be filled up from the "*passed*" non-commissioned officers of the army; one third by the military cadets; and the remaining third be in the gift of the crown for rewarding special cases of merit, and heroism.

All regimental generals should cease with the present occupants, or they may be at once removed to the "*Order of Merit*" and the difference in salary made good to them. The very names of general and colonel of a regiment being held by the same person is an absurdity, and the office still more so, there being no duties attached to it.

REARRANGEMENT OF REGIMENTAL RANKS.

CAVALRY.

(The same for Artillery, and for all Infantry, omitting the Veterinary Officers and Riding Master.)

<i>The Colonel and all regimental Officers to live with their Regiment.</i>	Colonel.	
	1st Lieut.-Colonel.	
	2d Lieut.-Colonel.	
	Regimental Staff.	Adjutant-Major.
		Riding Master-Captain.
		Quarter-Master-Captain.
		Paymaster-Captain.
		Surgeon-Captain.
		Veterinary Surgeon-Captain.
		Assistant Surgeon-Lieutenant.
		Assistant Veterinary Surgeon-Lieutenant.
		Apothecary-Cornet or Ensign.
	1 Captain for each Troop.	
	1 Lieutenant for each Troop.	
	1 Cornet for each Troop (Ensign for Infantry Regts)	

In the "*Army List*" the ranks should stand as above. Excepting only the Medical Staff, and Paymaster, who is a financial staff officer, all the others follow up in regular rotation. If a vacancy happen and there is no unusual merit or demerit to notice, the senior lieutenant-colonel becomes colonel; the adjutant-major, lieutenant-colonel; the senior staff captain becomes adjutant-major; the senior troop captain becomes staff captain; senior lieutenant troop captain; and senior cornet, lieu-

tenant. If the vacancy for cornet be the turn of the regiment, the colonel recommends the senior "*past non-commissioned officer*" for it, being the holder of a "fit," or "*passed*" certificate of examination, if in all other respects he be deserving; if not, he recommends the next senior "*passed*" who is fit and deserving. If the vacancy is the second, it is in the gift of the Crown; if a third, it goes to a military cadet, who having passed at Sandhurst, has been attached to the "*reserve*" until a vacancy offers for his joining a regiment of the active army. By this simple system, justice is done to all, but especially to the service, which is saved from incapables, and also from favouritism. The ranks or grades of the military system should be the same throughout the service; and in each regiment they should be alike, and may all be formed after the model already given, which shows both a cavalry and an infantry regiment. The regimental staff should appear in the Army List as therein shown, and gradually as the present occupants reach to the head of their rank, they should be classed and arranged in that way. A real colonel, not a show one, should be at the head of every regiment in the service, and have two lieut.-colonels and an adjutant-major as field officers under him. He should live with his regiment and command it, under the general of division or district. All other corps, Horse Guards, Foot Guards, and every other corps in the army should assimilate their ranks and grades after that model. By that means, an officer's position relative to other officers is known at once by the rank he holds, without there being room for any doubt about it.

The Horse and Foot Guards should be made at once into the "*Royal Guard*," to which should be added Artillery.

A division of the army would thus be completed with Horse, Foot and Artillery. But the system should be entirely changed as to their composition, they should be the élite of the army, be composed of picked volunteers who have served their one period of six years. If huge show men be necessary for a Royal procession, or Court duties, the two corps of Yeomen of the Guard and Gentlemen at Arms should be again permanently embodied, and also, if necessary, the Knights of Windsor, removing from it all who are unfit for duty. A "Royal Household or Cent Guard" could thus be formed, and kept constantly about the court and person of Her Majesty, of large picked men, and by being kept in uniform, well officered, and under training at all times, they would soon become perfectly suitable for the duties required of them; whilst the "*Royal Guard*" would be available in cavalry, infantry and artillery to take its share of the duties of the army. The ranks in all these forces should be the same as the rest of the army. No one can at the same time do both the duties of a captain and of a lieutenant-colonel; and to give any one man the names of both is to make a fool of him, if he only had the sense to see it. When the "*Royal Guard*" is *in fact* the élite of the British army; they ought to be paid more. One fourth more for each separate rank, in order to induce *good men*, after a first six years' service, to volunteer for the "*Royal Guard*." They would thus be all experienced soldiers, in the prime of manhood. But to keep these troops always in London and its neighbourhood, is to do all that can be done to spoil them. Neither should they be petted in any way, nor placed in any manner under a different government to the rest of the British Army; but beyond all and before all, the officers should

be chosen from the rest of the army, for the qualities which most distinguish a military man. To get into the "*Royal Guard*" should be the reward of the best, bravest, the most skilful and experienced officers of the service. It should receive into it no military cadets whatever, but fill up its vacant commissions of cornets and ensigns from other regiments, and these should always be the best of their rank. A "*Royal Guard*" of such materials would indeed be the *élite* of the army.

CORPS WHICH ARE NOT REGIMENTED.

"GENERAL STAFF."

From this corps, every staff appointment is filled up ; from an aide-de-camp who must be at least a captain, up to the "Chief of the Staff," none can obtain a place in it unless he hold a 1st class staff certificate. An officer can rise through every regimental rank, from ensign and cornet to colonel; pass on to brigadier general, major general, lieut.-general and general, without a 1st class staff certificate. These afford ample opportunities for the brilliant, dashing soldier; but he can never be placed in a false position, in respect to his natural fitness, for administration, organization forethought, etc. The army can never be placed at the mercy, and in dependance for the means of its subsistence, etc., on officers who, though they will go to their graves like beds, yet have no talent for details of organization. The pay of the "*Staff*" should be a *fourth* more than the same rank in regiments, in order that it may be an object worth trying for. But there should be no encrease when appointed to any particular duty of the "*Staff*," and all fees, and extras of office should cease entirely. A new graduated scale on a liberal basis, should be made out for the army, in which the pay attached to every officers rank, and office should be known; and nothing additional for fees or allowances. A little care in drawing up such a scale will be necessary, that the present vicious system may not be introduced into it, by which it happens that juniors are often better paid than seniors; and a man gains a loss on promotion. Such a system des-

troys all emulation to rise in the army ; no one likes to rise, if by it his purse falls ; and thus officers are found, searching and pushing for snug birthes, rather than taking a pride in their professional rank and position. Every advance or step of rank, should carry with it a corresponding improvement in the pay of an officer, and he should not dirty his palm with fees of office. Paying any officer by such means degrades him ; to allow a quarter-master of a regiment to take fees from tradesmen who supply potherbs, is not more disgraceful than allowing generals to pocket money by soldiers' clothes and off-reckonings, or riding masters to take fees for teaching officers their riding duties. The whole system requires an immediate change ; for it makes hucksters, of officers holding the Queen's commission. Fix a salary to every rank and office, and let it be sufficient to support the holder of it in a position equal to its importance ; and be certain that it be correctly graduated, that no one may be induced to regard promotion as a loss, and so damp his zeal and exertion to obtain it.

The "General Staff" is kept supplied from regimental officers who hold 1st class certificates, and have attained the rank of captain. It is a great mistake to make a subaltern an aide-de-camp to any one. Generals appointing their own sons, and young relations, soon after they have been gazetted to be their aides-de-camp, is ruinous to the young officers' professional character. He is taken from the place where alone he can obtain any professional knowledge or experience, and at the very age when he is most disposed to learn it, and put to the toilsome military occupation of carving the general's chicken or carrying his wife's cloak. Besides the injury

to the young officer himself, it is also a great injury to the service. Aides-de-camp have to be the mouth-piece of the general, to carry his orders to a distant part of the field or camp, and they should be men of such standing and character that they could explain the meaning of the order, if it were in the hurry of the moment given out to them obscurely by the general.

The certificates of the "*first class*" which enable an officer to hold a staff appointment, are obtained either at the final examination of the military cadet before he joins the "*reserve*," or at any future period of the regimental officer's career. He simply has to make himself at any time fit, by the necessary amount of study, and then apply for leave to attend for examination at Sandhurst, at which college there should be a resident permanent board of examination for all regimental officers on presenting themselves, and for all military candidates and cadets twice a year. A few official formalities will be necessary but only sufficient to insure a speedy and effectual examination of all regimental officers as they arrive. Officers or cadets who have obtained these 1st class certificates are eligible for transfer to the "General Staff" as vacancies occur in it, after they have attained the rank of captain. In the "*Army List*" a figure (1) precedes or follows the name of each officer who has obtained a 1st class certificate; which will have the great advantage of encouraging study, and give the means to those in authority to select the officers for filling up vacancies in the Staff.

The gradations of rank in the Staff are as follows :

Chief of the Staff.

Military Secretary.

Adjutant General.

Inspector General.

Ordnance General.

Engineer General.

Quarter-Master General.

Commissary General.

Medical General.

Equipment General.

Barrack Master General.

Transport General.

Colonial General.

Assistants in the order above.

Deputies in the same order (ag. at a distance only).

Deputy Assistants, do. do.

Colonels.

1st Lieut.-Colonels

2d Lieut.-Colonels.

Brigade Majors.

Captains.

Any of the last five ranks can be aides-de-camp. A sufficient number of each rank should be appointed, so as to keep the army constantly supplied with sufficient staff officers. They should be attached to the various departments, at head quarters and military districts, to learn all the duties connected with each, and changed from year to year from one department of staff to another; so that, when afterwards sent into districts, or abroad, in the field, etc., they may, during the emergencies and accidents of the service, be able to consolidate two or more offices under one head. After they have become fully trained and acquainted with the "staff departments," at head quarters, they are then appointed to districts. The pay of each is one fourth more than the rank to which it answers in the rest of

the army. Commandant is an additional title to some other, and only to be assumed by officers actually in command of a permanent military station. It may be added to any other rank ; it is not one that an officer has to pass through, in the usual course of promotion. It is not a staff appointment, and may be held by other officers as well as by those of the general staff of the army.

In the department No. 3, all the horses for the army are purchased, as before stated under the head of that department. For this purpose, it despatches its staff, accompanied, by the veterinary surgeons to fairs and sales, in England, Ireland and Scotland, and, if necessary, to other countries, such as Normandy for artillery horses, or Spain for transport mules or horses. For all these, that department has a depot in Ireland and Scotland, and one or more in England, where the horses are broke and trained until they are rising five years old, when they are drafted early in spring every year to fill up vacancies in regiments and corps of cavalry and artillery. The same men who take the new remount horses to regiments take charge of the cast ones, to be sold by auction in the nearest market town to the station. No troop horse should be allowed to remain in any regiment after he is 14 years old. Many horses are apparently serviceable at that age, but they will sell for more, and it will be an advantage to the country to cast them. No regimental officer should be employed in choosing horses or men for his own corps. No regular system can be acted upon for the whole by such means. Very *heavy* light cavalry, and very *light* heavy cavalry is the result of that practice, and many other evils also.

ARTILLERY.

Although there is no great advantage to be gained by making separate regiments of artillery, yet the names of each rank should be the same for the officers as for other regiments. They should follow the one sole rule of the army, thus, generals, lieut.-generals, major-generals, and the rest in the same order as mentioned under the head of Regimental Rank. There can be no more need of 1st and 2d captains or lieutenants in the artillery than in the cavalry and the line; nor for chaplains. To see one and the same officer appear in different places of the Army List, as general, colonel, commandant, is ludicrous. An officer should appear in one capacity only. He cannot be a general and a colonel at the same time. A separate medical department for the ordnance is also entirely unnecessary.

In the Army List, artillery officers and officers of engineers should take their proper place after the "Royal Guard;" at present they are removed to the middle of the book instead of being near the beginning, and as artillery and engineer officers should hold 1st or 2d class certificates, one of those figures to be placed opposite their names in the Army List.

ENGINEERS.

This corps should follow the rule of the army as shown when speaking of the artillery, and the officers' ranks be assimilated to one uniform rule, throughout the service.

The officers of the engineers in command of the corps of sappers and miners should be arranged in the order of a regiment of the line as far as practicable, and the corps of the sappers and miners should be encreased for that purpose, and would be attended with much advantage to the service, as they are highly valuable to an army in many respects. They are the "navvies," masons, and carpenters of an army. Their engenuity shows itself in many ways and contrivances that are very useful on service, and they should be augmented accordingly. The remarks made under head of artillery apply in most respects also to the engineers. The officers of both the artillery and the engineers require to be more highly educated than the line or cavalry, and holders of 3d class certificates are not eligible for commissions in either of these corps. In all other respects these corps harmonize and agree with the rest of the army. Promotions and foreign service are to be taken by them in the same manner ; and the soldiers join the reserve of artillery, are there trained, go into camps, and are drafted to the active and colonial armies, in regular succession, like any other branch of the service, and they are entitled to their discharge after six years' service, not reckoning going to or coming from a foreign station, in the same manner as the rest of the army.

The figure (1) or (2) is placed before or after the names of officers holding those class certificates, in the Army List.

MEDICAL STAFF.

Much of the inefficiency of this part of the British army, arises from the bad arrangements in force about it. The medical officers of the army are not to blame, if in service every thing about their department goes wrong ; they are, by the present organization, put in a manner out of the pale of the service ; things are required of them which they cannot do ; and duties put upon them, which would not be put upon ensigns, lieutenants, and other regimental officers. The whole may soon be remedied, if proper means be taken. Assimilate the ranks of the medical department, to those of the rest of the army ; and abolish all others. Let medical officers move upward in rank like others. Have a proper ambulance corps, under good rule, and attach it to the medical department. Attach to it a branch commissariat, from the commissariat department, and take away its purveyors ; let there be, when in the field, a branch of the general police of the army attached to the medical department, to keep order with a strong hand, amongst the orderlies, porters, nurses, washermen and all others. When men are ordered to be sent to attend the sick, as hospital orderlies, etc ; the regiments select the worst, and most drunken soldiers they can, to get rid of them ; these men have hardly been kept in any thing like order, even in their regiments, with all the assistance of officers, serjeants, corporals, etc. They care no more for a medical man, whom they have seldom seen except in a hat and plain clothes, than if he were an apothecaries shop boy, not looking upon him as an officer at all. The way to improve all this, is to have a

complete corps for the sick, under the medical man's orders, and a hospital police to keep order, sobriety, cleanliness, etc., also under his orders. Whenever extramens are wanted with the sick; the written order which is issued should direct them to be told off in the regular course of duty by roster like a guard, and taken as a regular turn of duty, and care taken that troop and company officers do not, notwithstanding such directions, smuggle off their drunken soldiers as hospital orderlies. During peace, let medical officers dress in uniform and be always seen with the regiment or troop on the different parades; not merely general parades, but every other which is attended by their equals in rank. All medical officers should on joining be drilled, and receive so much military training, as will enable them to support their own authority with the men, in an officerlike manner, they should also sit on courts-martial like other officers. Every one of these things are requisite and necessary to prevent the duties of the medical department from being neglected in the awful manner they have been as witnessed lately at the seat of war in the East, and every one of them has been hitherto totally disregarded in our service.

All communications from the heads of the medical department should, as a rule, be addressed either to the heads of military districts, or if intended regimentally, to the colonel commanding the regiment, even when the subject matter is strictly medical. By addressing official communications to the surgeon of a regiment direct, the department is helping on the system of isolation, into which the medical officers fall; and the result is to destroy their authority in the regiment. No other department does so, the Adjutant-General, the Veterinary

department, all address themselves to the commanding officer of the regiment who directs his subordinates.

In the evidence given by Dr. Andrew Smith, the Director General, before the "Crimean Inquiry," he says, "I had nothing to do with the quality of the bedding for the sick; I merely sent the requisition, and the Ordnance acted upon it. I gave in the spring of last year a requisition for beds for 5,000 men, *which I have no doubt were sent out.*"

If to the youngest lance corporal in a regiment were confided any duty, and it being neglected he were to reply, "that he had no doubt it was done," he would be broke immediately. Dr. Andrew Smith, notwithstanding his long service is quite unacquainted with the first rudiments of responsibility, and it is our military system that is to blame, not Dr. Andrew Smith; any other Dr. would give the same answer. So also would the Ordnance, if asked, give the same reply, that it "had no doubt the 5,000 beds were sent out." Yet in November, many months after the spring, and after two bloody battles, the wounded soldiers were still lying on the ground and floors without beds. Again the Director General says, "I wrote in April last on the subject of the privies, at the hospital at Scutary, to the authorities there." What a system!! that a man in London should have to regulate privies at Scutari. No wonder that Mr. Stafford should find them and the passages knee deep in fæces months afterwards.

These things could never take place under the organization herein suggested. Dr. Smith's "deputy" would be on the spot wholly responsible for all things to the Commander-in-Chief. He would have full power in himself to order every thing, and to see to it; to recom-

mend, to reward and to punish every one connected with the sick ; having under him a staff to execute, and a financial staff to pay for every thing and every body, subject only to one condition, namely that of proving every shilling of public money expended was unavoidably necessary for the health, comfort, cure or cleanliness of the sick and wounded soldiers.

REARRANGEMENT OF MEDICAL RANK.

These take rank like every other Staff Department of the Army.	Medical General.	
	Assistant Medical Generals (as many as requisite.)	
	Deputy Medical Generals.	} Acting at a distance.
	Deputy assistant Medical Generals.	

1st, 2d, 3d class Principal Surgeon-Lieut.-Colonels.

1st, 2d, 3d class Surgeon-Captains.

1st, 2d, 3d class Assistant Surgeon-Lieutenants.

Apothecary-Cornets or Ensigns.

Acting Assistant Surgeons, do.

Each of the above takes rank with its grade, according to the date of commission. Thus an assistant surgeon appointed to a regiment observes the date of his own commission, as seen in the Army List, and immediately knows his position in the regiment. The colonel of the regiment and his assistants see that he is sufficiently trained as an officer in military duties, so that he may be able to support his own authority, when left with men. This can always be done when no hospital duties interfere. A sufficient number of each of the above medical ranks should be always kept up for the requirements of the service. Apothecaries are very useful in camp and the field, to mix and administer medicines, and otherwise attend to the orders of the surgeons, instead of leaving those important duties to a serjeant ignorant of their different qualities. The improvement of military surgeons, in a knowledge of the medical profession, and especially of practical surgery, is difficult after they join the army; but means should be taken to enforce their attendance in all

the large hospitals and sanitary establishments in the vicinity of their military stations. The heads of the Medical Department should take the necessary steps towards this end, in order to ensure the attendance of every military medical officer at all clinical lectures, and surgical operations going on in the various hospitals, in the neighbourhood of his quarters.

The practice of the medical officers always being absent from all but general parades, is one cause of so little authority being possessed by them over the men. It is equally injurious to their authority to be always seen in plain clothes, even when attending in the hospital wards on sick officers and men, and on the line of march. No wonder, if they take so much pains to forget they are officers, that the soldiers should forget it too. This should be stopped, for the medical officers' own sake; as the want of military authority over the attendants of the sick, on the part of medical officers, is one great cause of the confusion into which things always fall when solely entrusted to them.

No exception should be made as to retirement on account of age, in the medical staff. Zeal and youthful activity are no less necessary with them than the others.

BARRACK STAFF.

The grades of this corps are objectionable, some being called "store keepers," although in charge of barrack buildings, and some called barrack masters, although they keep stores. There is thus a useless contradiction. The ranks are proposed to be thus in future :

Principal Barrack Master-Lieut.-Colonel,
Barrack Master-Captains.

Assistant Barrack Master-Lieutenants.

Barrack Serjeants.

Barrack Corporals.

These situations should never be held but by old officers and non-commissioned officers. They are few enough to provide for deserving veterans, in which to spend the last years of their military service. They should like every other be vacated in turn at the age mentioned elsewhere, and place given to other claimants who have in like manner served their country. Civilians can have no right to these appointments. The whole of this corps in the united kingdom are under the 10th Department.

DOCK YARDS CORPS.

No reorganization or change in these is requisite.

RIFLE BRIGADE.

This would be the foundation of the Chasseur regiments, to which the 60th would be joined.

East India regiments, West India regiments, Ceylon Rifles regiment, Cape Mounted Riflemen, Canadian regiment, St. Helena regiment, Newfoundland company, Gold Coast companies, Malta Fencibles, Isle of Man corps, Australian regiments, Van Diemen's land, Victoria, South Australia, Western Australia, New Zealand, Gibraltar, Greece, Heligoland, Hong-Kong, Ionian Islands, Malta, Mauritius, to be the foundation of the "*Colonial Army*."

Theses station and any other places in which Great Britain has troops, to be under one head, the Colonial Mili-

tary Department. Their depots to be in England, if the troops to be kept up are Englisemen; and these depots, as well as their service troops and companies, to be all under the same Department, No. 12. (See Colonial Department and Colonial Army.)

SCHOOL FOR MUSKETRY.

No change is necessary in this, except that it should be included in the military district of the locality in which it is placed, and under the orders of the District General, who should have the whole arrangements as to change of individuals, etc., after their course of instruction. The officer who instructs in rifle practice should be encouraged to obtain and keep by him all modern inventions, and improvements, in rifles, revolvers, bullets, etc., and to compare and make experiments with each.

The new revolvers of Captain Minié, for firing several times in a minute, should be tried.

MILITIA.

Such of them as wished might be allowed to join the "reserve" army, and the remainder retained only as a resource in the event of an invasion of the country.

HONOURABLE ARTILLERY COMPANY.

This would be permitted to volunteer to the artillery of the "reserve," and be as the militia.

YEOMANRY CAVALRY.

Permitted to volunteer to the cavalry of the "reserve," and in other respects the same as the militia.

VOLUNTEER RIFLE CORPS.

Permitted to volunteer for the Chasseurs of the "reserve," or other infantry, and in other respects the same as the militia.

DEPOTS AT MAIDSTONE AND CHATHAM.

Would be stations for the "reserve" army

DEPOT BATTALIONS.

Would be portions of the "reserve" army.

RECRUITING DISTRICTS.

These and the whole expense attending the recruiting parties from regiments would be saved, as well as the demoralizing practices at fairs, etc. The men and non-commissioned officers now taken away from their regiments would be effective for duty.

OFFICERS ORGANIZING AND PAYING OUT PENSIONERS.

Nearly the whole of this expense would be saved to the country. There would be few *pensions* to pay.

in a six years' service, except for wounds and permanent injuries received in and by the service.

The above savings to the nation would render the abolition of purchase of rank in the army very little loss, and as each officer would only receive the Government value on retirement, even that small loss would be spread over twenty or more years.

CORPS OF SAPPERS AND MINERS.

This corps is attached or rather belongs to the engineers. It should now be increased and regimented like any other corps, and drilled as the "marines" are when on shore. To whatever part of the Kingdom any of these men are detached, they should be under the orders of the local military officers as far as possible.

TRANSPORT CORPS.

This corps should, as speedily as possible, be formed out of the materials which the cavalry regiments may be able to supply as a contingent, until it is regularly established in the army. Of the number of waggons, horses, harness and drivers required by the army during a time of peace, it would not be difficult to make an estimate. If two or three waggons, and their horses and drivers be allowed to every cavalry regiment, and three to a regiment of infantry, these would form at first a small force to begin with; and they should be attached to each regiment as soon as possible. The officers could be taken from the half-pay of the army, as a de-

tached duty in time of war, when this force would be acting more together; but in time of peace, they would each be under the command of the officers of the regiment to which each is attached, and be paid by it. In fact, if they belonged altogether to the regiment, as part of its force, it would be the most simple and effective arrangement; two or three non-commissioned officers would be all that would be required in time of peace. Some of the chief clerks in the 11th Department should be obtained from such firms as Mr. Lindsay's, Brown's, Green's Pickford's, etc., etc.

This subject has been fully treated of elsewhere in this work, but the recent exposure of the manner in which the Admiralty have made contracts for the transport service affords a melancholy proof of the decay and decrepitude into which every department of the Government has fallen. From the statement in the House of Commons it appears, that whilst the market price of freight per ton to Australia is 45s., the Admiralty have been paying an average of £25 to the Crimea, which is only one-third the distance to Australia. That is about three thousand per cent loss to the country, by the neglect of the Admiralty. Some mistakes doubtless there may be in the statement, but if only one third part of the loss be true, the country would still be paying the enormous sum of one thousand per cent more than she ought to do. It also has been stated that, besides the heavy loss to the country by the detention of ships in harbour in idleness. There has been a ship kept in the harbour at Balaklava as a lodging for certain officers, and that lodging costs the country at the rate of £22,000 a-year!! We hope those officers may sleep soundly.

In a country where such things can pass, and the Mi-

nister escape, the question forces itself on men's minds, *can the Government of that nation be in a fit and healthy state?* It appears almost certain, from all these things, that some alteration is absolutely required in the British system of Government. The true remedy appears to lie in the direction, of appointing the ministry for a fixed period of three or four years, by Her Majesty. The present evils arise from its being considered the duty of one half the House of Commons to try to turn the Government out, and of the other half to keep it in office. But if it were known that it would go out in its turn, at the end of three years, both sides would attend to their proper duties.

MILITARY EDUCATIONAL ESTABLISHMENTS.

The country has no right to burden itself with the early education of youth who are intended for the military profession. That is much better done in private establishments. The military educational course can be as well taught at Oxford and Cambridge, or any other place, as it could be, if carried on by military professors. Besides as "*fitness*" alone, not favouritism, is to be the rule for entry to in the service, the fact of possessing a good education not obtained at the government expense will be a great proof that the party has also been well conducted, and well brought up. This will permit free competition for military cadetships; a most salutary principle, and one calculated to afford to the service the most beneficial results. The military government should therefore not burden itself with primary education. It should simply make public, the "educational course" of examination established for the country boards, and college committee of examiners; and confine itself to the military "*colleges*." As many of these, and of such dimensions, as the nature of the service, may upon experience be found to require, should be organized upon this principle, namely :

" To give instruction in military education and discipline during two years to a sufficient number of military cadets for supplying the vacancies in the officers of the three armies, with permission to remain six months longer at their own expense of maintenance, etc., outside the college, for a second examination, if

"unsuccessful at the end of the two years' course. Free
 "competition the rule for admission. £40 a-year to be
 "paid half yearly in advance, and no other charges of
 "any kind. Cadets to find themselves in boots and un-
 "der clothing. Sons of military and naval officers pay
 "nothing, but must compete like other candidates for ad-
 "mission. No cadet allowed to remain longer than two
 "years in the college. The age for admission from 15
 "to 20."

MILITARY COLLEGES.

These are in the department of the Adjutant General, and should be gradually enlarged, to afford accommodation for the number of military cadets required each year, to fill up the vacancies occurring in the three armies. One-third of all vacancies would be the right ultimately of the non-commissioned officers of the army; one-third the gift of the crown; and the other third be filled from the military colleges. It would soon become an easy matter to estimate the size of these establishments. Two years only to be the period of the stay at these colleges. If then a cadet be not fit to pass, he could have leave to reside in the private halls and dames' houses or lodgings in the vicinity of the college, and still attend for another six months the usual college course of military instruction. At the next half year's examination, if he were again rejected, it should be final; as incapable cadets are only blocking up the passage of more eligible men. The educational establishments of the East India Company could be added to those already belonging to Government. 1st class certificates qualify for the "general staff" of the army, and for all other branches of the military service. 2d class certificates qualify for all except the "general staff." The holders of these two classes have the number 1 or 2 placed after their names in the Army List. 3d class certificates qualify for "cavalry," "marines" and infantry. There is a 4th class certificate for non-commissioned officers.

Each of these classes of military certificates may have its separate board of examiners, if the cadets and candidates for examination are sufficiently numerous, but there should not be more than one for each class, in order that examinations may be uniform and impartial. Examinations to take place twice a year, of "applicants" in January and July in the counties, and in February and August at Sandhurst, for "*candidates*" and "*cadets*;" and at all other periods of the year for officers in the army who, having at first obtained a third or second class certificate, have qualified themselves by the necessary amount of study and application for a higher one, and also for non-commissioned officers whose education, attainments, and good conduct in the service render them fit for commissions. Every cadet who obtains admission to a military college to be clothed in uniform for two years, with the right, if rejected at the termination of it, to remain as before stated, at his own expense, in the vicinity, for the next half year's examinations. A cadet having passed and obtained a certain certificate, may be allowed as far as the interest of the service will permit to select his own branch of the service, according to the natural bias and inclination of his mind. This is to be strictly limited according to the necessities of the service. Of course the holders of 3d class certificates cannot select the corps requiring 2d or 1st, nor can very short men select the cavalry, nor large heavy men the Light Dragons. The rule being this, that short men go to infantry; the most active and broad-chested of which, to the "*Foot Chasseurs*;" tall men to the cavalry, the tallest and heaviest of which, to the heavy cavalry. This rule will remove a great eyesore in the British army.

Cadets who have passed their examination and received certificates are next, when vacancies occur in the "*reserve*," commissioned as ensigns or cornets to serve Her Majesty, on signing a certificate to this effect: "*That it is their intention to make the army their profession, and that to entitle them to leave the service, they are fully aware that they shall have to serve eleven years, or give proof of some great and urgent necessity, or disqualifying circumstance.*" When commissioned as subaltern, he is clothed by the Equipment General's Department in the uniform of the branch of the army he is appointed to, and directed to join the "*reserve*" of that branch. After one year's service in the "*reserve*," or sooner if necessary, he is eligible to join the "*active*" army, as cornet or ensign. From the active he is removed by regular roster to the "*colonial*" army. After his period of service abroad has expired, he returns, and is eligible for the higher ranks in either the "*active*" army or "*reserve*." The periods to remain in each army to be fixed as the rule thus, 1st year in the "*reserve*," during which he cannot rise higher than the first rank of ensign or cornet; 5 years in the "*active*" which he must join as an ensign or cornet, but may rise to any vacant rank; and 5 years in the "*colonial*" army. Each of these periods may be lessened, but not increased, except by some unusual necessity.

To qualify a candidate for admission at the military colleges, he should require to produce the following certificates: 1st, *health*, 2d, of *conduct*, 3d, of *ability*. These certificates are on one sheet, and the "applicant" obtains them in blank, from the mayor of his district, on *personal* application.

The mayor inserts in the margin a full description of the applicant, and copies the same in duplicate. He gives the original to the applicant, retains one copy in his register, and forwards the other by post to the board of military examination for the county or district. The county, or if small the district boards of examination, commence the second Mondays in January and June, make examination of all applicants whose names have been sent to them from the mayors' offices, and grant certificates to such as pass, directing them to attend at Sandhurst, or other military college, by the second Monday of the following month. They are there finally examined to appoint them to that branch of education for which they evince most aptitude.

COPY OF "APPLICANTS" CERTIFICATE.

Full description of person, place and date of birth, etc., etc.

(Dated at .)

*(Signed) A. B., Mayor,
Halifax.*

1st. I have examined the applicant above described, and find him, in all respects, fit for Her Majesty's service. (He has no, or the following permanent marks.)

*(Signed) A. B., Military Surgeon,
Wakefield.*

(Dated at .)

2d, We have known the applicant above described for the last three years; his parents are, etc. He has gone through a course of military education at . His conduct has been always good, and we know of no

thing that renders him unfit or unworthy the honour of holding a commission in Her Majesty's service."

(Signed) A. B., Clergyman,
C. D., Schoolmaster,
E. F., householder,
Wakefield.

(Dated at .)

The applicant attends with these two certificates the examining board of his county, or military district, the second Monday in January or June. The president of the board, if he thinks right or requires a further proof of good conduct, directs the nearest military officer, to go to the place and enquire into the particulars of the parents or guardians of the applicant, and into his character and conduct in his neighbourhood. Having examined the applicant they add the third certificate under those he has presented as follows :

3d. "*We have examined the applicant above described in the whole of the military course of education, laid down in the regulations of the military college, and find him fit to become a cadet for Her Majesty's service.*"

A. B., President,
C. D., } Members.
E. F., }

(Dated at .)

A. B.

"*He evinces most aptitude and ability in, etc.*"

The successful applicant obtains a copy of these three certificates signed by the board ; the original document being forwarded by the president direct to the college at Sandhurst, where they direct him to attend the second Monday of the following month.

His copy being handed in to the examining committee and compared with the original received by post, he is finally examined, and if successful appointed as a cadet to that branch of the service for which his talents incline him. He is then clothed and maintained for two years, after which, whether successful or not, he must yield place as a resident in the college to others. The names of successful cadets after two years' instruction at the establishment are transmitted from the college at Sandhurst to the Adjutant General's Department in London, with the description copied from the certificate first received of his person, the class certificate he has obtained, and the particular branch of the service for which he is best adapted, mentally and bodily. His appointment to the "*reserve*" is then made out as vacancies occur on giving the certificate already indicated.

All examinations at Sandhurst or other military colleges, and also by county and district boards, to be in public, with power to clear the court by order of the president, if the conduct of the audience renders it necessary. The examiners in counties or districts are called "*boards*" and to consist of *three*. Those at Sandhurst "*committees*" of examination, and to consist of not less than *five*. The parties examined are "*applicants*" at the first examination, "*candidates*" at the second, and when attached to the college, "*cadets*."

The name of a successful cadet is sent by the examining committee to the school where he received his military education, naming the class certificate he has obtained.

The examining committee at the military colleges, is under the orders of the Adjutant General's Department ;

and it examines by deputation to the spot the educational establishment of any private professor, or schoolmaster, who may be desirous of affording to his scholars a military education, to fit them for "*applicants*," and a report is sent to the Adjutant General's Department of the result of that examination. The Adjutant General judges of the fitness or otherwise of the school, and grants or withholds certificates accordingly.

OFFICERS.

"*Fitness*" to be the rule for entry into the military service, and "*merit, and seniority*," not money, the rule for promotion afterwards. Every officer to take his fair turn of foreign service, but not long enough to become transportation, or to ruin his health; and then having gained his experience abroad, to bring it home in time to render it serviceable to the State. These are the fundamental rules of the system herein advocated for officers of the army. At present, the reverse of them is the rule of our service.

Fitness, in "*character*," "*health*," and "*education*," are points so easy to ascertain, and their importance so immense, that there can be no excuse for not securing them. At present, no effectual enquiry is made into the conduct and character of any candidate for a commission. An attorney, who makes himself useful as an election agent somewhere, gets the member of Parliament, whose return he has secured by the vilest means, to put the name of his son or his friend's son, down on the Commander-in-Chief's list; and the youth gets his commission. A venal member whose parliamentary vote is always ready for the dispenser of patronage, gets more commissions for his constituents, by such means are the Queen's commissions now obtained. No medical examination was thought necessary, to secure "*fitness*," in health for the duties of the service, and educational "*fitness*" until lately was also totally unnecessary. Thus, "*fitness*" in "*character*," "*health*," and "*education*," all essential and even

indispensable to the due performance of an officer's duties, was, and *still is* in a great degree neglected in our military system. The writer has himself met, in the course of his experience, more than one hunchback holding an officer's commission in the British army ; several , who were deficient in toes and noses ; and more than thirty whose blindness or near-sightedness was so great, that they could not distinguish one man from another, at the distance of a few yards, in broad daylight. These may all have been very amiable men ; but is a man without his toes, good at a long march ? Can a purblind man keep night watch in the trenches, or fight in them, when he could not tell his own brother, if close to him in daylight ? Or can a hunchback be fit for any military duty ? All the above were bodily defects existing when the officers obtained their commissions in the service, not arising after their entry into it. They could therefore have been easily ascertained beforehand. Again as to "*educational fitness*," we have met constantly, in the service, officers who could not read aloud the "articles of war" to their men ; still less explain to them their contents. We have seen others who could not write out a common orderly officers report ; and we have sat as president on Courts martial, where only two of the members present could write out the proceedings of it. The writer was informed by a General of great experience , that when he was in the guards, he has seen serjeants placed like nurses near to officers on parade, to tell them what word of command to give. And we have ourselves been obliged to station some one close to the major in command of a cavalry regiment, at field day, in the Phoenix's Park, to explain to him the meaning of any order,

which might arrive to him from the general. Of "*fitness*" as to conduct, it is not the writers intention to allude, except to observe, that in all large bodies of men, some bad characters will gain admission. Every one's experience will enable him to judge whether, in this respect, the British army is a fair representation of the educated classes of the nation.

"*Promotion*" by merit and seniority, and not by money, is the basis on which improvement of the British military system must be placed. If every other objectionable thing, every abuse now existing in the army were swept away; and this one left, nothing would be gained in efficiency. The low moral tone which this degrading practice teaches to all young military minds, on their first entry into the service, never entirely quits them. In after years, after high rank has been obtained, the leaven of this evil sticks to them. Generals are found imbued with it; colonels are heard pettyfogging and bargaining like Jews, for the sale of their regiments, as if they were no better than cast off clothes. From the highest to the lowest rank, all are found bartering their commissions and characters for money, worse than gamblers in a cock-pit or on a race course. Now, the system and not the men is answerable for this: "*Every one does it, and has done it before I was born,*" is the ready answer. "*England's military service is based upon it. It is in the "Queen's Regulations," and Her Majesty, we are told, is the fountain of honour.*" Such and much more of the same kind is the reason given, why Englishmen, holding the commission of their Queen, buy and sell it, like rubbish. It is villainous.

Officers to be eligible to hold commissions in the army

at 18 years of age, and cease to be eligible for regimental or other active employment at 60. But fit for departmental and official employment till 65. A Queen's order may in special cases be granted to continue service beyond these ages.

NON-COMMISSIONED OFFICERS.

The vacancies in commissions by death and by retirement after the age of 60 are as the rule, to be filled up by the promotion of the next in rank, in the same manner as is now done in the artillery; unless there be some special case of merit, or of demerit, to set aside the rule. That leaves the vacancy of a cornet or ensign. Of these vacancies, one-third is to be bestowed on "*passed*" non-commissioned officers, recommended by their commanding officers. Thus always securing to the "*passed*" and deserving non-commissioned officers of the army one-third of the death vacancies; the same as is now the case in the French army. At present in consequence of the extreme duration of soldiers' military service, and the small chance of advancement, few well educated men join the ranks of the English army. But the rule should nevertheless be at once established; of giving one-third of death vacancies to the "*passed*" non-commissioned officers. For, until it is established, well educated and respectable men will remain out. The examination of non-commissioned officers, and granting them "*certificates*," may in England take place at Sandhurst; where an examining committee is to sit in permanence throughout the year, and examines military candidates without delay on presentation. And also the local examining board which sits in each county or district in January and June, may have orders to examine non-commissioned officers of the army on presentation, and grant "*certificates*." At large military stations abroad an "Examining" board should also be established. Thus, no difficulty could

be met by educated non-commissioned officers in obtaining their "*certificates*;" and no delay or inconvenience felt by the service. The educational course for non-commissioned officer's examination should be devised with judgement; if too severe at first, it would defeat its object.

The uniforms of the non-commissioned officers of the British army are in principle wrong. At present they most resemble that of the men. But they should *most* resemble that of the officers; and if any thing they should be treated in all other respects, as being *nearer* to the last than the first.

Non-commissioned officers should never be appointed to a regimental staff-commission, on promotion to the rank of officer. That is the fault now committed with respect to the general staff of the army. They are both the same; what the general staff is to an army, the regimental staff is to a regiment. These officers have the whole welfare of a regiment upon their shoulders. They perform the *most* important duties of any; and their offices should not be held by the *least* important men; which must necessarily be the case with all the junior officers of a regiment.

Non-commissioned officers without education, and frequently of coarse manners and disposition, are under the present system often promoted to officers because they have zeal and merit in other respects. But such promotions do the regiment and the service much injury, and this is made still greater by appointing them to the important duties of staff officers. They are thus placed doubly in a false position, and the service suffers from it. Constant scenes are occurring in our service, where these officers so appointed are opposed in the per-

formance of the staff duties of a regiment; and from their want of rank and importance to carry on their staff duties, they are badly done and frequently neglected. These men have also very often to convey reprimands from the colonel to a captain; sometimes to a major. Thus the strange anomaly takes place, of a senior being rebuked through the agency of his inferior. Letters of reproof are also sometimes ordered by the colonel to be written to senior officers by his adjutant. How can he perform that duty in a manner to be at the same time efficient and deferential to a superior officer? Perhaps also the adjutant can hardly write an official letter grammatically, and then he is obliged to get the orderly room clerk, who is a non-commissioned officer, to write a reproof to an officer. Thus there is a jumble and an inversion of rank and authority quite destructive of military order, and responsibility.

The regimental staff should be held by officers whose senior standing and experience give them the necessary authority for performing those most necessary and important duties. They should be held by the next in rank to the lieutenant-colonel; and they would then form the chief reliance and resource from whence to draw the "*General Staff*" of the army. For every day, they are in training, and in the performance of the very same duties, which the "*General Staff*" are required to perform. The practical experience of detail which the regimental staff officers have obtained, is the very kind of knowledge and preparation which the general staff of the army is in want of. This fund of professional experience is now wholly lost to the army, by appointing uneducated men from the ranks at once to them; and without examination as to fitness. Such

men should be amply rewarded for their meritorious or excellent conduct in the military "*Order of Merit*," where their want of the education of an officer will occasion no injury to the service. It would probably be advisable, at present and until the army has been for two or three years recruited by ballot, to limit the commissions bestowed upon non-commissioned officers, to 1-4th instead of 1-3d; changing it to the latter, according as the army became more and more popular with respectable and educated men.

In a speech on the 1st March, the noble Lord at the head of Her Majesty's Government stated: "The practice of purchasing and selling commissions in the army, is, then, the remnant of an ancient system, which has ceased to exist in respect to almost every other matter. Abstractedly, I have no hesitation in saying that it is an evil. In itself, I do not defend it," etc., etc. "One great evil of a military system is the slowness of promotion by which you get into the upper ranks of the army men who by age are disqualified from performing the duties of their respective positions. It is manifest that in a service where no purchase and sale of commissions exist, and where officers get on by regular gradation, there is a tendency to have the upper ranks filled by a greater number of men of advanced age." We have here the prime minister of England condemning the principle of buying and selling military rank. But excusing it, because he erroneously supposes that aged men would be found too plentiful in the upper ranks of the army, if it were done away with. This error of His Lordship's shows how easy it is, for very talented men and statesmen, to talk nonsense on subjects which they have

not studied. We have now, purchase and sale of commissions; and along with it, an Army List, overburdened with aged officers to such an extent, that we were obliged to appoint to our army in the Crimea, and to stand a Russian winter, a number of General officers of 70 years of age; whilst our allies of the French army in which there is no purchase and sale of commissions, have Generals commanding in chief at 40, being 30 years younger than ours. There is a full answer to the mistake of the noble Lord's. The truth being simply this; that aged officers in too great numbers, in the upper ranks of the army, can neither be *caused* or *prevented* by purchase. *It is caused* by the natural desire of man to leave well alone, and to remain for as long a time as he is permitted in any place, where he finds himself comfortably provided for.

Now this, men will always do, military or not, as the rule, and whether they have got there by purchase or in any other manner. The way to prevent this natural desire from doing injury to the service, is neither by abolishing nor by retaining purchase of commissions, but by kindly and gently removing those men as the French do in their army, as soon as a certain age has overtaken the veterans. There is no other way but that. It has been foolishly urged that by doing so, the country would often lose the services of old and experienced officers. She would so, and gain young and experienced officers instead.

Again, the noble Lord observes in the speech already quoted, "In France, and in other continental countries, the armies are raised by conscription, which takes men from every class, taking the educated as well as the uneducated, and among the privates of the French

" army are to be found young men who have received
 " as good an education as persons who move in any
 " sphere of life. These men, when they have passed
 " two years as privates, are as fit to be officers as any
 " persons in this country who, after receiving the best
 " education, are allowed to purchase their commis-
 sions." Now, nothing can be more conclusive of the
 whole subject. Here we have the prime minister of
 England acknowledging in the first place that buying
 commissions is wrong and an evil, and then pointing out
 most lucidly how that evil can be avoided and is avoided
 in other countries. In the name of common sense, then,
 why does not England avoid the evil also? Here we
 are shown the way it can be done, and is done by
 others. Do not let England go on for ever defending one
 evil by another, but get rid of both. At least make a be-
 ginning; hold out the reward, that one-fourth at first,
 and ultimately one-third of vacant commissions will be
 bestowed on "*passed*" non-commissioned officers, and
 that compulsory service will last but for six years; you
 then will soon have, in the words of the noble Lord,
 " plenty of young men, who have received as good an
 " education as persons who move in any sphere of life."
 The ballot will meet with little or no opposition; when
 you treat soldiers honourably and fairly, and when
 for £10 they can discharge themselves of the debt which
 every man owes to the country in which he was born.
 Some objection has been urged against abolishing pur-
 chase in the army, because of the expense to the country.
 It would be a mere trifle, in comparison to the advan-
 tage the country would gain. Those officers now in ser-
 vice, who have purchased, would not necessarily receive
 the Government value of their commissions all together,

but only in succession, as they retired from it. Thus, twenty or thirty years, the nation would have to refund the amount, and being thus divided into so many parts, it would be a mere nothing. It is almost certain that in the end the country would not lose a shilling by the abolition of purchase. Pensions to soldiers would be saved, as men joining for only six years, would not be entitled to them. Recruiting bounties and recruiting parties would also be saved. But even were it otherwise, has not England paid twenty millions to abolish slavery in the colonies? Is the welfare of her army worth nothing, in comparison to the slaves in the West Indies? But it may be said that slavery was degrading us, and to traffic in men was infamous. Is it not degrading to buy and sell military rank, and to traffic with the Queen's commission? Is it not degrading to us to have our fellow-countrymen murdered by neglect and incompetence, and to make no sacrifice of our routine to prevent its recurrence?

It has been erroneously stated that in the army of the Hon. East India Company, the officers themselves have introduced a system of purchase, by clubbing together certain sums to be given to an aged senior, who is stopping the current of promotion. The evil existing in the Indian army is that which has already been alluded to, namely, that of permitting officers to remain too long in the upper ranks. There is every inducement in their service to remain, and there exists no rule to control or prevent it. The consequence is, that it begets another evil, which generally happens with all neglected evils. The officers of the Hon. E. I. Company's army should not be put to the expense of "*making it worth his while to go,*" as the money seeking veteran calls

the jobbery, The Hon. E. I. Company, and England also, should take that duty upon themselves, and gently and kindly remove those veterans. We have in different parts of this work stated the age at which regimental and active military employment is to cease, viz., at 60, and all other military employment at 65 years of age. The principle once established, the precise age at which an officer should discontinue his military career would develop itself. It is not improbable that experience would demonstrate that regimental service should terminate earlier, even at 50, and all other service at 60 or 65, in order to secure a full amount of active manhood in the different regiments. Experience would be the only guide in that respect.

Non-commissioned officers are called "*passed*," when they have passed the educational examination, and obtained a 4th class certificate, and they should have the right to be examined for a higher class certificate and to hold it, if their education enables them to obtain it.

DIVISION INTO THREE ARMIES.

ARMY OF RESERVE.

This is about one-sixth of the strength of the other two armies combined. It is divided only into three branches artillery, cavalry, and infantry. The stations of these are distributed throughout the kingdom, in the various barracks, etc., now occupied by the depots of regiments on foreign stations. The depots of the East India Company would be available also, as its European army would henceforth belong to the Crown, and form the nucleus of the "*colonial*" army. It is probable that the vacancies occasioned by death, and causes other than the termination of six years' service, would be nearly filled up by men volunteering after six years' service. Nearly all the non-commissioned officers, and many of the best men who expect to be made non-commissioned officers, would doubtless revoluteer, after their period of six years had expired, in which case, the "*reserve*" would only have to provide for one-sixth of the other two armies each year retiring from the service. This number to be raised in future by volunteer recruits, and by the ballot. Already a power exists, by which Government can raise men for the militia, by means of the ballot. It is therefore not altogether a new principle.

When military service is a kind of transportation, from its lasting so long a time as 24 years or for life, then the ballot is an oppression; but when only for six years' service, then the oppressive nature of it ceases. On the average, few men really settle down in life much before the age of 30; and as military service may begin

at 18, a man would be but 25 in the majority of cases, at the termination of his military service. Besides which, all men, in every country, owe a debt of a portion of their time to its service. The country has protected them from foreign oppression; their fellow-countrymen have guarded the country whilst they were feeble and unable, and they in their turn ought to do the same to repay the debt. When, to the shortness of service, he also added the fact, that every Englishman of a given age is equally treated in respect to the ballot, then, not only all oppressiveness is taken away from it, but it will soon cease to be generally considered an irksome duty, particularly when its attendant advantages are considered. Yet, as there must be, in all countries, men to whom military service would be objectionable, a ready means of acquitting themselves of their debt to their country may easily be found.

Compulsory military service to be for 6 years only, except in war, when 1 year additional may be required. The time occupied in going to or from a foreign station not to reckon as part of the 6 years' service.

Exemptions.—1. An eldest son of a widow not having adequate means of support without his aid.

2. All men under 18 years exempted from service or over 25. Men of 17 may be ballotted for, but not called up to serve before 18.

3. All men on payment of £10 during peace, and of £20 during war. The payment of these sums at any time before or after joining, or during service, to entitle the party to exemption and free discharge, at the place where serving, but not to a free passage home. The commanding officer requires no authority to enable him to discharge a man who has paid those sums, and the

amount is to appear in the regimental accounts.

All militia, Yeomanry, and volunteer regiments now in the country or enrolled, to have the option of joining the "*reserve*," and after that has been completely established, those regiments and corps would not be required at all, or only in the event of an invasion of the country by a foreign power. This would be another reasonable boon, as compensation for any irksomeness or injury caused by the introduction of the ballot to raise men for 6 years' service. Under these circumstances, and considering that the power of balloting for the militia already exists, it would be soon found and acknowledged that the ballot is the most just and equitable mode of raising men for the military service of the State.

Let the present state and numbers of our army be also remembered. Here we are now, in the second campaign of this war; and of the military forces voted by the parliament, we are, including militia and all other vacancies, 150,000 men short. The money for paying these men has been voted, and the ministers one and all tell you they will carry on this war with vigour; for that, we may depend upon them. "*These pe pig 'ords*," as the Welsh Captain says in Shakspeare, but where are the big men? Even Mrs. Glass tells us we must first catch the hare; but without the ballot the hare cannot be caught. Can England not produce one statesman whose sagacity equals that of Mrs. Glass? Need England have sought for soldiers in Germany, in Turkey, and in Sardinia, with a two millions subsidy, at present called a loan, if her own army had been fairly treated, and recruited by ballot?

A man, on joining, is to be completely clothed, armed,

and maintained at the public expense. He is not to be made to furnish himself with a kit, but every article is to be found him free; which he is only to replace, in case of his wearing them out, before the period fixed for their duration, or losing them; he is to be subject to punishment, if he makes fraudulently away with any thing. To every man's kit a hussif with thread, needles, and buttons to be supplied. No article is more necessary to a soldier. At "*Alma*," in every Russian's kit a well stocked hussif was found; and, at Sevastopol, the English soldiers were in rags, which to a great extent would have been prevented by so simple a thing as a hussif. A fixed period for each article of clothing and necessaries to last, can easily be estimated in an equitable way, after which each man's old things are his own, which should be sold, like any other cast regimental stores, by auction, and the amount of each man's share be placed in a regimental fund, to be given him on his discharge at the end of his service, which will help to maintain him until he finds employment.

For the order and convenience of the Equipment General's Department, which supplies all clothing and necessaries to the two armies, "*active*" and "*reserve*," it is most desirable that all the men in England should be clothed on the same day, and that personal clothing and necessaries, as well as uniforms, should be all issued at one fixed period for each, to the whole of the two armies. This is easily effected where one time is fixed for the ballot, the joining, etc., of all men; and when broken periods occur, it will be occasioned chiefly by the joining of volunteers, and of men rejoining from desertion, between the fixed periods of issue. But there will be the uniforms, clothing and necessaries of men who die,

or purchase their discharge ; and these would be available for reissue for all broken periods, and were they not sufficient, a purchase should be made, rather than new clothing issued to them.

The "*reserve*" is clothed and armed exactly like the "*active*" army, and a man when he joins the latter, from the former, leaves behind him his arms and ammunition only. Thus all the confusion of exchange of uniform and clothing is avoided. The number on the collar of the dress coat and on the front of the helmet or shako, is all that he has to change, on arrival at the "*active*" army, and he is then ready clothed, trained, and fit for duty in a day after joining.

The "*reserve*" prevents also the delay and confusion of having men untrained along with men trained, some fit, some unfit for duty ; some men fit to attend field days, and guards, some unfit ; the latter always clogging the former and lessening their efficiency, keeping away from the men their best non-commissioned officers in order to attend upon and instruct the recruits, and when the regiment is called out, in aid of civil power, there are some men fit to go and some unfit. Thus a regiment is always partly unserviceable ; and never so effective as it shows, when the numbers of it are considered. This will be prevented by the "*reserve*" army, which being a feeder to the other two, would do all their training leaving to the "*active*" army only the duty of keeping it up in a perfect state. Every part of the "*active*" army would thus be at all times up to the mark, and every man of it effective but the sick, and of which latter there would generally be but few, considering the age and short service of the men. By this system would also be gained the great advantage of

more time, for the practice of the rifle, a thing much wanted and much neglected in our service. Half an hour daily should be spent by every man on the average at rifle practice, throughout the year, or three hours each week.

Men are discharged after 6 years' service at the place where they are serving, at home or abroad, and not to be brought home for that purpose, their places having been previously taken by the drafts of that year. Such men are entitled to a free passage home, or if abroad to any colony as an emigrant, were Government land exists available for them.

Every man discharged after six years' service, who has served abroad for *five* years to have a right, if he emigrates, to a free grant of land (of " " acres), or its Government value in money. One-third of which to be paid him on landing in the colony, one-third at the end of the first year's residence, and one-third at the end of the second year. Such emigrants who are married to have a free passage also for their families as well as themselves.

Volunteers are to be received at all times of the year as they present themselves. Volunteer recruits can only join the "*reserve*," and they receive a bounty of 30s. On being clothed 1-3d of it; 10s. at the end of the third month, and 10s. at the end of 6 months. No deduction whatever for any thing to be made in those sums. To offer a simple countryman a bounty of four or five pounds, to enlist in some cavalry regiment, and then tell him, after he has been clothed, that all his bounty is gone and he owes a debt of 5s. or 10s. besides, which he must pay then if he has it, or it will be stopped from him out of his daily pay, is dishonest. Few lawyers

and no cabman would do that; but it is done daily in the British army. Men may volunteer as recruits into the "*reserve*" for three years only, and receive half the above bounty, paid in like manner in thirds. But a man serving only three years is not thereby exempt from the ballot until above 25 years of age; a man serving 6 years is thereby exempt from further service, as he is considered to have paid his debt to his country.

Men may also volunteer after a first period of service for any further terms of three or six years, receiving the same proportional bounty as above, in each case; but his service not to extend beyond 40 years of age.

Men in the "*reserve*" are drafted to the "*active*" or to "*colonial*" armies in the order of their fitness, and as the service may require them. As a rule, men having the longest periods to serve, are sent to the military stations furthest off; men drafted to the "*active*" army may be of any length of service.

When men are drafted to the "*colonial*" army from the "*reserve*" they leave behind their full dress uniforms, taking with them only their undress, as each military station abroad has a uniform suitable and appropriate to its particular climate. They take also with them their under clothing and personal necessities, and a small sea kit is allowed them free on arrival on board ship. Each man drafted for colonial service receives also a bounty amounting to

Free of all deduction.	{	30s. for European and Canada stations and adjacent
		cents
		40s. for West India, Cape, and adjacent stations.
		50s. for Australian, New Zealand, and adjacent stations.
		60s. for India and stations, in the Indian seas, etc.

One-fourth of these sums is paid before marching to embarkation.

One-fourth on board ship.

One-fourth on landing.

One-fourth on joining his colonial corps or regiment.

The dress uniforms left behind in the "*reserve*" by the men of foreign drafts, are reissued to men who join between the regular periods of issue, such as deserters rejoining, volunteer, recruits, etc.

The ballot for the "*reserve*" takes place once a year, and all men are to join at one fixed period. The ballot may be a year or more in advance, and conducted according to fixed laws, so that perfect fairness is secured to every man in the Kingdom.

Twice a year the "*reserve*" marches out and encamps; a summer and a winter camp; under the district general in which the reserve is stationed, unless a general encampment of "*reserve*" and "*active*" armies is ordered by the Commander-in-Chief. At these summer and winter camps, the true business of military encampments should be taught; staff officers enough should be appointed, each having his juniors of his own separate department with him, and learning under himself the important duties of providing an army in the field with every thing it wants. It is absurd to have camps at all, unless they are formed on precisely the same footing as those which the necessities of actual war require. To give soldiers in camp, butchers' joints, and bakers' loaves, etc., is nonsense; such camps are a waste of time. Soldiers are to be taught in these camps to become their own bakers, etc.; no better practice for his soldiers need a General require than to direct his commissaries to purchase a field of ripe standing

corn, and tell them : " Soldiers, there are your loaves, and your good dry beds, and the roofs which are to shelter you." The camp should also be told off into five reliefs, as stated in the department No. 2, and each have its allotted duty.

Non-commissioned officers for the "*reserve*" army are obtained as required from soldiers promoted from the "*active*" army. They should be men who have an aptitude for imparting instruction, and as their duties would be constantly the same, that of preparing men for the "*active*" and "*colonial*" armies, they should be changed as seldom as possible. It would be desirable probably to have for these non-commissioned officers a scale of extra pay, ascending with the number of years they remain as instructors; their duties would be of very great importance, and they would require to be men of great quickness and intelligence, and very steady in their conduct; to obtain all these, some advantages as to pay, quarters or promotion must be allowed them.

No married woman recognised in the army, nor any permitted to reside in barracks. All the cooking and washing to be done by soldiers for themselves as a regular roster duty. Laundries to be fitted up with washing machines, etc., in all the barracks. A large portion of the discomforts of our soldiers in the Crimea has arisen from shiftlessness, on their own part, and that will always be the case so long as women reside in barracks.

Soldiers who, after a six years' service, are allowed a free passage to a colony as an emigrant, may, if married, have a free passage for their wives and families. (See Colonial Army.)

OFFICERS OF THE RESERVE.

As the rule, passed cadets of the military colleges join the "*reserve*," as subalterns; pass on by seniority to the "*active*" army as ensigns and cornets, and in turn, by regular roster, proceed onward to the "*colonial*" army; after five years' clear foreign service, dated from the day of landing at the foreign stations, they return, and fill all the higher ranks of the "*reserve*" and "*active*" armies. Such is the rule, to be departed from only as the requirements of the service may render necessary. But an officer who has served one period of 5 years abroad, and who from the nature of his health, or from family reasons, is desirous of avoiding a second period, may make application through the colonel of the regiment to the Adjutant General, who will inscribe his name on a list kept for that purpose. In like manner, an officer desirous of anticipating his regular turn of foreign service, or who may be desirous to remain abroad for a second period of five years, will be allowed to make a similar application through his colonel to the Adjutant General in England, who will in like manner inscribe his name also in a second list kept in his department. The individual wishes of officers may thus be, to a certain extent, considered; but in no case will the officer staying at home, or going abroad, be permitted to name his substitute, or even to know who he is to be. If it be effected at all, it is to be wholly done from the lists kept by the Adjutant General, in his department. Exchanges made in the present fashion have degenerated into proved abuses. The abolition of the degrading practice of buying and selling military rank, would be but an incomplete improve-

ment, if officers were still allowed to make personal arrangements for exchanges. It is also, even when it can be done by the Adjutant General, without any injury to the public service, to be strictly limited to officers who have served their first period of 5 years abroad. No one who has not, can be at all entitled to the indulgence of passing by his fair turn of foreign service.

Promotions of officers, etc. — Cadets who join the “*reserve*” from the military colleges do so as subalterns; they cannot obtain, whilst in the “*reserve*,” any higher rank, for if they were made a lieutenant, for example, that would prevent them joining the “*active*” army as cornet or ensign. For the most part however they will remain only long enough in the “*reserve*” to perfect their training, and pass one month at a field encampment before their turn arrives for joining the “*active*” army.

The rank of captain in the “*reserve*,” and all the higher ranks above it, are filled by officers who have passed 5 years abroad; and as there may be more officers return from abroad than are required in the “*reserve*,” the seniors will be first appointed to the “*reserve*,” and the remainder join the “*active*” army, to replace those who have recently gone abroad. As before pointed out, officers may send in written applications, after their return from abroad, naming any wish they may have for either the “*reserve*” or “*active*” armies, and the Adjutant General will, as before, keep two lists, from which all arrangements will be made, and no personal arrangements between officers permitted. All such applications must be written, no verbal applications being allowed to occupy the time and attention of the Adjutant General and Commander-in-Chief; and wherever there is a commanding officer over the applicant, it must be

through him that his letter is forwarded to the Adjutant General's Department. The military secretary has nothing whatever to do with such matters, it is a change of roster duty of officers, and belongs entirely to the Adjutant General's Department. The military secretary is, in the same department, as the chief of the staff, whom he assists in the duties of "*General Superintendence*," duties of very great importance, to watch over every other department, and see that each wheel perform its allotted task in the military machine.

COLONIAL ARMY.

Some remarks will be found on this branch of our subject, under the head of Colonial Department. Each military station abroad to have its own corps, large or small, clothed and armed for the climate. Some of these stations which are near each other may be included under one command, if it be possible for one commander to pass to them at all seasons. But the rule to be that each station has its own corps. One-sixth of each will be changed every year, from the "*reserve*," and in six years the whole will be new as to its members. Thus the change will be gradual, never in a lump. These military stations can then never be left, as many of them now are under the present system, with only a body of raw arrivals for their defense, who are totally unacquainted with every thing connected with the station they have charge of, and may have to defend. Regiments joining a fresh station altogether, as they now do, can know nothing of its climate, nor if the East or West winds are dangerous, or bring pestilence, fevers, etc., in which direction there may be miles of swamps impassable to troops; all of these things new arrivals must be ignorant of, as also the best means of warding off the ill effects of the climate. Its degree of winter cold or summer heat is alike unknown. The consequence of this ignorance is, that men and officers perish in heaps, before they find them out, and then it is said, "The troops are only being acclimated, for that new troops always suffer at first." As soon as the regiment has got over this and is acclimated, it is then moved off to some

other station, and again in the lump as before, where the same thing is again repeated, and the same fate awaits it, from the same cause. A fresh regiment from England goes to the old quarters, to be served in the same way.

There is no one to caution and explain to the new arrivals; to put them on their guard, until their own experience can be their guide; to keep them off night and other duties for a short time after arrival. The walls and guards, day and night duties must be manned at once, the sentries posted, and every kind of dangerous locality be occupied by the raw and unpractised men newly arrived. Join to all this the enormous expense constantly going on in the transport of regimental stores, heavy baggage, quarter-master's stores, band and school stores, all having to be conveyed at the public expense across seas and oceans. Then again the uniform of the regiment continues the same for every extreme of climate.. That such a system should be accompanied by a high rate of mortality and invaliding, cannot be surprising to any one.

But the loss of life and of money is the smallest of the country's losses from such a system. It loses all the experience which officers have obtained by their foreign service. The officers in India are living in war time nearly always, and gaining experience in the conduct of war-like operations; yet their experience is never made available under the present system to the service of the State at home. The officer is kept out, until he either dies, or is used up, and of no more use to himself or his country.

The European army of the Hon. East India Company, and all the regiments now in foreign permanent stations abroad, should be formed into the "*colonial*"

army, and all the regiments be called "Royal Colonial regiments," as distinguished from "Native Colonial regiments," which latter would not be affected by this arrangement in any way. All officers and men belonging to the Colonial regiments or corps who have now served their period of about 5 years abroad, would be relieved as soon as the "*reserve*" army in England could be organized; and the men of 6 years' service who did not volunteer, would on the arrival of the relief from the "*reserve*," be discharged at their station. Discharges at the end of service, should always take place at the station where the man is serving. To order men home to be discharged is folly. Men being discharged at the station on the arrival of the relief from the "*reserve*" are then entitled to a free passage home or to any colony they may select. In general, a free passage to a colony will cost the country less than a free passage home. If any such discharged soldiers wish to emigrate to a colony, they should, if married, be entitled to a free passage for their wives and families to it, and on arrival, to acres of land, or its Government value in money, one-third paid on landing, one-third at the end of one year in the colony, and one-third at the end of the second year. The reason that old soldiers as military emigrants have failed in fulfilling the expectation formed of them, is not because they were soldiers, but because they were *old*, and obliged to settle on country allotments. This would not be the case as herein suggested. An emigrant requires to be young, and permitted to settle in the town, if he has no disposition for the country. Men who are located on certain lands, in the country, should be men accustomed to a country life, and have their wives and children to cling to as companions. Old sol-

diers answer none of these conditions. If they have any family, their children have generally been settled elsewhere, and they themselves, from night exposure, are often rheumatic. Such can never succeed in country allotments.

It has been stated before that each military station abroad should have a uniform entirely adapted to the climate; it should likewise be ordered and arranged in all its military affairs with a strict reference to climate. The uniforms should assimilate more than is now the custom to the military dresses of the native country princes. The colour of "Royal Colonial" regiments may always be scarlet, to distinguish them, and in general that will be sufficient, whatever the material of which their uniforms are composed. Light uniforms for hot climates, warm uniforms for cold climates, should be the guiding principle.

As each soldier, in a "*Colonial*" regiment, as well as every other, is entitled to his discharge (unless during war) at the end of six years' service, exclusive of the time going and returning, the officer commanding each military station abroad sends a yearly return to the "*Colonial*" Department at home, of the number of vacancies existing in the troops under his command, the average for the last three years, of deaths over volunteers, and the number whose period of six years' service will expire by that day twelve-month. These numbers are added together, and the "*Colonial*" Department dispatches a relief of that number to fill the said vacancies. A muster roll of the relief is dispatched by post overland, the name of the vessels and the probable time of their arrival; and the commanding officer abroad makes the necessary preparations

of uniforms,, necessities, etc. On its arrival, the relief is at once clothed in the uniform of the station, and armed, and the men whose time has expired are then discharged at the station, and receive a free passage home or to a colony. The officers whose period of foreign service has expired, are relieved in the same way, and directed to return to England by the overland or shortest route. A list of such officers and men relieved is sent by post, from the commanding officers of the station, to the "*Colonial*" Department, stating the date of the officer's leaving for England. Such officers report their arrival in England to the "*Colonial*" Department, and receive from the Adjutant General further orders.

ACTIVE ARMY.

This is the military force in which the might of England should be shown. Her prestige amongst the nations of Europe, if not of the world, depends on the state of efficiency in which she maintains it. At present, and for some months past, she has been the laughing stock of Europe, owing to the state of disorganization into which she has allowed it to fall. It will, by the system laid down in this work, be utterly impossible for any man, or set of men, any Government, or any Parliament, to bring it to the same state again. It will at all times, whether large or small, represent effectually the power of the nation. It may be increased rapidly for war, or decreased for peace, and remain efficient in each. Its cost will be less, whilst its power will be greater than at present. It will be composed at all times of men in the prime of life, well trained, and completely disciplined in all the campaigns and practices of actual war, and commanded by youthful generals, not one of whom but has learnt his duty, not by penmanship, but by passing through every regimental rank and command, at home and abroad. The Commander-in-Chief of it will be supported as he ought to be, but as he never has been in our service, by a staff not composed of inexperienced men, but of officers who have been for years in the practice of the duties of staff affairs, whose education and natural talent have been proved to be equal to their important functions. Such will be the future composition of this army, if the arrangements herein laid down are fol-

lowed : combining the greatest efficiency with the smallest cost at which efficiency can be maintained.

Under previous heads, the manning and officering this army has been explained. It consists of men who have been raised by voluntary enlistments and by ballot, who have joined the "*reserve*" army, and there been trained in all the duties of a soldier, in barracks, in camps, winter and summer, until fit; then drafted as vacancies occur to the "*active*" and "*Colonial*" armies. These men, at the moment of their joining, are effective soldiers; they are a bona-fide addition of strength, not, as at present, a clog. Their period of service is for six years from the date of their joining the "*reserve*," except in war, when they may be kept one year longer. The time going to or coming from a foreign station, does not reckon in the period of service. At the expiration of their first period of six years' service, they can volunteer for three, or any multiples of three years, not extending beyond the age of 40, at which age their service must terminate, at whatever station they may be. The bounty for volunteers will be found at a former page. The "*active*" army should pass one month each year in camp; and the duties of camp life should, on such occasions, resemble in every particular that of an encampment in an enemy's country. In previous articles, the folly of supplying butchers' joints, and bakers' loaves to soldiers in camp has been spoken of. Sutlers at these camps should be under a tariff, and bound to supply every article at a fixed price, that no opening may be left for extortion. Fuel should be obtained of wood if possible. Coal fires are not often met with abroad in the field, and the soldier should be taught the duties that will be useful to him, not those which will be useless.

Officers of the Active Army. — By the system laid down in previous articles, it will be seen that the officers of the active army will be men experienced in their profession; a few young officers from the "*reserve*" will be in the junior ranks. But all officers in the upper grades will be men who have learnt their profession where alone it can be thoroughly studied; these will be young and active men; not with worn out constitutions, broken down from long service in foreign climates. By having such officers, who besides their military experience have had the advantage of a thorough military education; a higher tone will gradually be introduced into our service. All of them will be men who are fond of, and attached to their profession, and whose intention is to remain in it, and make it the business of their lives. At present it is made a convenience of only; as the rule, officers do not now join the army to stay in it; and the result may be seen in the wholesale applications from the Crimea to retire from the service, the very moment difficulties began. Englishmen have naturally plenty of fight in them, and so long as there was fighting going on, and victories, and glory to be won, they were willing to remain, but your working officer must be made of sterner stuff. It is precisely when disappointments, hardship, and sickness set in, that the true officer shines forth; his value then is inestimable, and most necessary, and our present military system gives us few such. By the system herein laid down, all would be officers in fact, as well as in name, and as ready to suffer hardships for glory, as to fight for it, equally capable in both. Both are the concomitants of war, and officers should be fitted for them.

All this must now be amended, if England would re-

gain amongst the nations of the world the station she has lost; she may give up all meddling with the internal affairs of other countries; but even then, it will be no less her duty to defend herself if attacked. She must therefore, even in self defence, reform her military system. If for no other motive, let her do it for the sake of "*economy*." What untold sums is she now squandering because she was not prepared? The military expenditure of England is now more particularly, but at all times, most enormous for the small effective force she obtains for it. This is not so much the result of mismanagement, as of a bad system, which spends the largest portion of the money, upon non effectives. The present recipients have a kind of vested right in the abuses of the present system, and it would be hard to deprive them of it in their old age without some compensation. Let it rather die out, so far as the present men are concerned, but do not go on perpetuating the evil. No management however good, or however you may alter it, will avail so long as you retain the present military system. Change it entirely, if you would avoid a second Crimea. Abolish purchase, raise men by ballot, and let compulsory service be only for six years. Those are the radical evils that require an immediate change. They can be changed with perfect ease, without costing the country a single shilling in the end, and without injustice to any one; if changed, they will save the nation from such calamities as that of Sevastopol. But it may be said: "The minister is not strong enough to do it; army patronage is one of the means he is obliged to use to pay members for their votes." Then make him strong enough to do it; once, the minister was not strong enough to carry reform in Parlia-

ment; but you strengthened him, and reform was carried. Do the same thing now, and our brave army will no longer groan under its heavy burdens.

England should refuse to engage in wars,
Or keep herself prepared for them.

In the foregoing pages very little mention has been made of the Admiralty, it being at first generally supposed that it was only our army organization that was defective. But since the foregoing was in print, certain disclosures in Parliament and elsewhere have proved that the Admiralty administration is not one iota in advance of that of the army. Indeed it is even worse in many things, and a great portion of the sufferings of our army in the Crimea have been caused by the neglects of the Admiralty. Three or four times the proper price per ton, for freight to the Crimea, appears to have been paid in a most reckless and unnecessary manner. Transports have been lying months idle, and then employed in empty voyages, although costing the nation thousands a week. The clerks also seem to be boxed up in small separate rooms, in a building not originally constructed or intended for the purpose to which it is now applied. The result is the absence of any effectual supervision of them. They go off during office hours on pleasure trips to Gravesend and elsewhere, and tell their companions to "*keep dark*," or to make it *all right*, and the tribe of "*Peter Dick*" grows and flourishes, whilst the army and nation suffer. No wonder that a man of business like Mr. Lindsay should be surprised at such a system. Recent debates in Parliament have also brought to light the fact, that the Minister of the Admiralty, whilst under a kind of mental excitement caused by false news, had been urging and goading on an Admiral and a British fleet to make an attack, which must have ended in the destruction of that fleet, and at the same time, in his correspondence, artfully leaving himself a loop-hole, so that if the attack failed, all the

blame should alight on the Admiral, not on the minister who had caused it. We find also the same Admiralty insulting our allies in the Baltic, by formally inviting them to a conference for their opinion, and then treating their opinion with contempt. All this evinces the fact that a low moral tone prevailed at the Admiralty, from the highest authority downward.

We would strongly recommend therefore, that the Admiralty should be included in the proposed War Administration Building shown at page 89. No war can ever be carried on by England, without a constant reference between the naval and military administrations being necessary and they would be greatly expedited by being in the same building. The building at page 89 would only require two wings and a centre, to be added to one of its fronts. The centre to be for the heads of Government; the wings to contain about 12 rooms each, one for the Admiralty chiefs of departments, and the other for the army. The body of the building would then be for the whole staff of clerks and others in training, and would contain about 1,072, if so many are wanted.

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